



Draft Integrated Development Plan 2016/17



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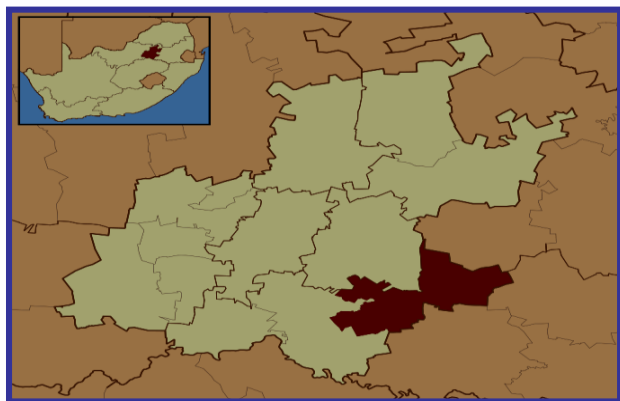
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SECTION A: EXECUTIVE SUMMARY

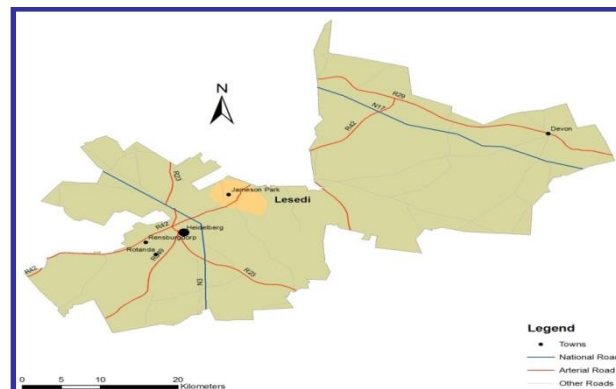
Section A: Executive Summary

1. OVERVIEW

Lesedi Local Municipality is a local municipality situated in the Sedibeng District Municipality of Gauteng, South Africa. Heidelberg is the seat of the municipality and during the first war of independence, Heidelberg served as capital of the Zuid Afrikaansche Republiek, from 1880 to 1883. The figure below shows the map of Gauteng with Lesedi Local Municipality highlighted;



Lesedi Local Municipality can be described as a primarily rural area, the major urban concentration located in Heidelberg/Ratanda, which is situated along the N3 freeway at its intersection with Provincial Route R42, east of the Suikerbosrand Nature Reserve. Devon/Impumelelo, which is situated on the eastern edge of the Municipal area, abutting the N17 freeway on the north is a significant rural settlement, while Vischkuil/ Endicott east of Springs abutting Provincial Route R29 is a smaller rural centre. The following map indicates places found in Lesedi Local Municipality as well as the major transport routes:



Lesedi spans an area of $\pm 1430\text{km}^2$, which is largely rural, with two towns situated within it, namely Heidelberg/Ratanda in the western part, and Devon/Impumelelo on its eastern edge. The area can be described as mostly agricultural, with Heidelberg and Devon being the primary service centers for the surrounding agricultural areas.

As far as its sub-regional context is concerned, Lesedi is situated approximately 56km southeast of Johannesburg and is traversed by two national roads, namely the N17 and the N3, which create future economic development potential.

According to Census (2011), the current population of Lesedi is estimated at 99 520, which reflects a population increase of about 27 652 since 2001. Therefore, the total population of Lesedi accounts for only 10.9% of the total population of the district. Approximately 74.9% of the total population of Lesedi resides in the urban areas of Heidelberg/ Ratanda and Devon/Impumelelo, while the rest 25.1% is categorized as rural.

Municipalities	Total Population 2011
Emfuleni Local Municipality	721 663
Lesedi Local Municipality	99 520
Midvaal Local Municipality	95 301

Population as per municipal area (Source: Census 2011)

Section A: Executive Summary

2. LLM IDP PROCESS PLAN

The LLM Process Plan formulated and adopted detailed outlines aimed at helping Lesedi to embark on its own focused IDP Review Process.

The process commenced July 2015 and will be completed in May 2016. The Process Plan outlines the time frames of scheduled events, structures involved and their respective roles and responsibilities.

2.1. LLM REVIEW STRUCTURES

The following are structures set-up to guide the IDP Review Process:

Actor	Roles/Responsibility
Council/Speaker	<ul style="list-style-type: none"> Draw a code of conduct for representative Forum and Steering committee Approve Process Plan Adjust IDP to MEC's requirements and adopt Answerable to the community
Mayoral committee/Executive Mayor	<ul style="list-style-type: none"> Decides on the process of the IDPs Overall management Political co-ordination and monitoring Approval of nominated persons to run the IDP process Recommend to the council
Municipal Manager/ Executive Manager: LEDP/ Assistant Manager: IDP	<ul style="list-style-type: none"> Manage and co-ordinate the process Implement the IDP Answerable to council and officials represents the council at district level in the IDP co-ordination committee ensure that all HODs and officials are capacitated and involved in the IDP process chairperson of the Steering Committee responsible to establish Project Task Team
IDP Steering Committee	<ul style="list-style-type: none"> consists of MAYCO, MANCO and officials chaired by the Executive Mayor fully involved in the planning and implementation process of the IDP provides technical inputs
Projects Task Team	<ul style="list-style-type: none"> consists of relevant HODs, officials, Ward Councilor, project liaison officers and consultants/contractors provides project-oriented inputs assist in project management
Representative forum	<ul style="list-style-type: none"> Ensures that priority issues of their constituents are considered. Ensures that annual business plans are based on the reviewed IDP. Participates and be part of the decision-making within the Representative forums. Is involved in the designing of reviewed projects proposals. Discusses and comments on the reviewed IDP. consists of all organized formations including service providers nominates representatives to the Projects Task Team
Ward Committees	<ul style="list-style-type: none"> identify specific needs addresses them at the Representative Forum nominates their representatives to the representative Forum

Section A: Executive Summary

Actor	Roles/Responsibility
District Council/Sedibeng	<ul style="list-style-type: none"> participates in the IDP process at all levels assist with capacity building fund the IDP process ensure alignment provide the district framework
National, Provincial Government Departments and Service Providers	<ul style="list-style-type: none"> ensure alignment participate in the stakeholder forum
IDP Task Team	<ul style="list-style-type: none"> facilitate the IDP process formulate the IDP document provide analysis, strategies, identify projects and integrate the plans or programs continuously liaise with the Steering Committee

2.2. ALIGNMENT

Vertical and Horizontal Alignment has been achieved as follows:

2.2.1. LIAISON WITH SEDIBENG DISTRICT

The Lesedi Local Municipality is represented in the Sedibeng Intergovernmental Relations Forum. Meetings are held with the Sedibeng District Municipality. Interim documentation has been forwarded to Sedibeng on a regular basis, while the relevant officials and Councilors of Lesedi attended Sedibeng Steering Committee meetings as and when required. One-on-one meetings were also held when the need arose, while the Executive Managers regularly attended their relevant cluster meetings at the District. An intersectoral forum consisting of various provincial sector departments has been set up for purposes of IDP engagements.

2.2.2. PROVINCIAL AND STATE DEPARTMENTS

Local development strategies and programs are informed by National and Provincial development policy, strategies and initiatives. Specific attention has been given to provincial pillars

pronounce by the Premier of Gauteng. Departments were invited to attend the Representative Forum meetings.

2.2.3. ADJACENT MUNICIPALITIES

Adjacent municipalities were invited to attend the Representative Forum meetings and were consulted on any cross-border issues or projects, which may arise. The Lesedi Local Municipality has regular meetings with the Ekurhuleni Metropolitan Municipality on cross border issues e.g. the project of the Tambo-Springs that takes place at the area that is covering both the Municipalities.

2.2.4. SECTORAL ALIGNMENT WITHIN THE MUNICIPALITY

Alignment between the different sectoral plans, programs and projects has been achieved during the Steering Committee Meetings, as well as inter-departmental liaison throughout the process.

Section A: Executive Summary

2.3. PUBLIC PARTICIPATION

The main structure for public participation was the IDP Representative Forum and Community Based.

The database of stakeholders in the IDP Representative Forum was updated in 2015 and these stakeholders were invited in writing and electronically to the meetings. Notices of Forum meetings were put up, inviting stakeholders' organizations to nominate members to attend such meetings through the media.

The Lesedi Local Municipality funded the facilities needed for the public participation process. Financial support for traveling costs was considered on merit basis. Meetings were held in Ratanda, Heidelberg, Vischkuil and Devon/ Impumelelo to cater for people around rural areas. Scheduling of meetings took place to meet the requirements of the majority of participants and was scheduled in the evenings. IDP material is in English, but presentations are done in vernacular and translation will be provided as, and when the need arises.

PROCESS OVERVIEW: STEPS AND EVENTS

The steps and events in Lesedi Local Municipality 2016/17 IDP review process are summarized in the table hereunder:

Steps and Events	Major Activities	Time Frames
Formulation of Process Plan	<ul style="list-style-type: none"> <i>This was undertaken in conjunction with the Municipal Manager and Executive Managers at the outset of the project and was submitted to Council and Sedibeng District</i> 	July - August 2014
Internal Review	<ul style="list-style-type: none"> <i>A technical review of the existing 2014/15 IDP was undertaken, including the following aspects:</i> <i>Review of comments from the Provincial Departments - adjustments to documentation where necessary.</i> <i>Review of strategies, programmes and projects pertaining to each priority issue, including:</i> <i>Project progress reports; Assessment and adjustment of development programmes [project time-frames, budgets, addition/deletion of projects].</i> <i>Review of PMS and integration with IDP's. The format of project progress reports was developed in consultation with the IDP Core Team, the Executive Managers and other relevant officials.</i> <i>Aspects, which were addressed in these reports, include the status of funding, actual [measurable] progress to date, problems and concerns if applicable, and revised budgets and time frames if applicable. The results of the progress reports were incorporated into revised formats for the Project Information Sheets, the Summary List of Identified Projects and the Operational 3 Year Action</i> 	September – October 2014
IDP Steering Committee Meeting	<ul style="list-style-type: none"> <i>The presentation of the status quo (current situation) and projects to HOD's</i> 	18 February 2016
IDP Political Forum	<ul style="list-style-type: none"> <i>The presentation of the status quo (current situation) and projects to politicians</i> 	01 March 2016
IDP Stakeholders Representative Forum – Ratanda Old Hall	<ul style="list-style-type: none"> <i>Presentation of the status quo and projects to the public</i> 	03 March 2016
IDP Stakeholders Representative Forum – Vischkuil Community Hall	<ul style="list-style-type: none"> <i>Presentation of the status quo and projects to the public</i> 	09 March 2016
IDP Stakeholders Representative Forum – Devon Community Hall	<ul style="list-style-type: none"> <i>Presentation of the status quo and projects to the public</i> 	09 March 2016

Section A: Executive Summary

Steps and Events	Major Activities	Time Frames
IDP Stakeholders Representative Forum – Heidelberg Town Hall	<ul style="list-style-type: none"> • <i>Presentation of the status quo and projects to the public</i> 	10 March 2016
Council Draft Approval	<ul style="list-style-type: none"> • <i>Submission of the Draft IDP to Council for approval</i> 	31 March 2016
IDP Steering Committee	<ul style="list-style-type: none"> • <i>Report on issues and comments from public and various provincial sector departments</i> 	07 April 2016
IDP Political Forum	<ul style="list-style-type: none"> • <i>Report on issues and comments from public and various provincial sector departments</i> 	09 April 2016
IDP Stakeholders Representative Forum – Vischkuil	<ul style="list-style-type: none"> • <i>Report on issues and comments from public and various provincial sector departments</i> 	13 May 2016
IDP Stakeholders Representative Forum – Devon	<ul style="list-style-type: none"> • <i>Report on issues and comments from public and various provincial sector departments</i> 	06 May 2016
IDP Stakeholders Representative Forum – Ratanda	<ul style="list-style-type: none"> • <i>Report on issues and comments from public and various provincial sector departments</i> 	07 May 2016
IDP Stakeholders Representative Forum – Heidelberg Town Hall	<ul style="list-style-type: none"> • <i>Report on issues and comments from public and various provincial sector departments</i> 	08 May 2016
Approval of the Final IDP	<ul style="list-style-type: none"> • <i>Submission of the Final IDP to Council for approval</i> 	26 May 2015

2.5. COMMENTS BY COMMUNITY/ STAKEHOLDERS DURING IDP STAKEHOLDER FORUMS 2016

The Lesedi Local Municipality is committed to ensuring community participation in the interest of participative democracy at local government sphere. The commitment to participate is underpinned by adherence to the Municipal Systems Act, which requires municipalities to consult local communities through appropriate mechanisms, process and procedures as well as by the MFMA, which has further accentuated the role of informing the development of community participation. In addition to this legal framework, the municipality remains committed to bringing participatory democracy closer to citizens and communities and ensuring progressive improvements in the quality of participation

and the number of citizens who participate through organized formations. During the first phase, the municipality consulted with the stakeholders, seeking their inputs into the framing of the draft IDP. During this period of engagement a list of issues and comments representing stakeholders' views were drawn up.

The following template outlines a number of delivery issues that have been captured per Sector Department (KPA) and accordingly have been referred to the relevant departments for appropriate response and incorporation into future planning.

Item No.	Comments	Responsible Department	Response	Due date
1.	How does the EPWP work, because we are told that in order to participate in this program we must have a DA membership?	IS/CS/LEDP	EPWP program is a government initiative to assist in creating employment and it is also part of poverty alleviation programmes. The other aim of this program is to provide skills to the beneficiaries that will ultimately empower them to develop corporative. EPWP is meant for all deserving citizen and is not linked to any political party, and anyone who is using this program to lobby political membership must be reported.	
2.	Why are churches classified as businesses? The reason of asking is because it makes it difficult of us churches to pay our rates because the rates are very high.	CFO	The matter will be investigated to ensure a correct classification.	31 March 2016
3.	The municipal employees at Ratanda office are always seen playing board game and not working at all.	CORSER	The matter will be investigated and a proper response will be given during the next consultation. However, it should be noted that during tea breaks and lunch time the employees might engage in activities that are not necessarily work bound but reasonably so, not to establish wrong perceptions about the institution.	31 March 2016
4.	We appreciate that the Ratanda Municipal Office is now in operation, however the office is closed during lunch time and this create a problem for the customers who intend to pay for service.	CFO	The comment is acknowledged, and correctly so, the office should remain opened, during lunch time. The matter will be sorted out with immediate effect.	31 March 2016
5.	The roads in Ratanda are in a terrible condition due to poor repair and maintenance.	CFO/IS	Four percent (4%) of the total operational budget of the LLM is allocated to repairs and maintenance of all municipal assets, and 2016/17 this budget allocation will be increased to 6% in order to keep up with inflation costs.	
6.	The contractor working at Ratanda X8, 238 stands project does not recognize the appointment of a Safety rep.	LEDP	The matter will be addressed in due course, and the discussions with the relevant parties have been resumed.	31 March 2016
7.	We appreciate to see that the youth is considered during job creation initiatives. However the EPWP and CWP projects mentioned are not sustainable and youth require permanent employment.	CORSER/LEDP	The EPWP and CWP are meant for poverty alleviation and skill transfer with an ultimate aim of developing cooperatives and entrepreneurs. The LLM is working closely with the private sector to create sustainably jobs within our space and through the implementation of the LED strategy we were able lured developers such as TECINO and Marble Gold to assist in lobbying funds and attracting more investments in our area. The Heidelberg Mall is an example of the success of such initiatives and about 800 jobs were created.	
8.	The contractors that are working in municipal projects are not paying their workers well. Does the municipality have the amount rates?	IS/LEDP	The municipality is working closely with the contractors and this matter will be investigate with the aim of achieving a suitable solution.	30 April 2016
9.	How far are we as Lesedi with the establishment of the desk of the ex-combatants?	CS	The LLM is working closely with the Sedibeng District Municipality in this matter and participate actively in the district forum to holistically deal with the affairs of the Ex-combatants.	31 March 2016

Item No.	Comments	Responsible Department	Response	Due date
10.	There is a problem with the storm water at Heidelberg X23 entrance to R549.	IS	The municipality will engage with the Department of Road and Transport concerning the upgrading of the entrance mentioned.	31 March 2016
11.	When are roads going to be upgraded at Obed Nkosi phase 1, some houses become flooded during rainy season?	IS	The LLM has no budget to build roads at Obed Nkosi during this financial year, however mechanism will temporary be implemented to redirect the storm water away from the affected houses.	30 June 2016
12.	The meter readers do not have proper identification, either by uniform or even name tags.	CFO	The comment is acknowledge and the matter will be addressed with the relevant service provider.	31 March 2016
13.	We need speed humps around Sithokomele Primary School.	IS	The matter will be addressed during the current financial year.	30 June 2016
14.	Our police station in Ratanda is now very small, it should be upgraded to accommodate all necessary activities.	CS	The matter will be forwarded to the Department of Community Safety for their consideration.	30 April 2016
15.	We need land for food, small gardens especially for HIV and AIDS patients.	LEDP/CS	The LLM welcomes proposals in this regard to assist the relevant NGOs to establish food gardens in the area. The LLM is working together with GDARD to assist with such initiatives.	
16.	Unified Common Centre, Is this not duplication?	CORSER	The Unified Common Centre is establishment to enhance communication with the LLM customers in order to deal professionally with all service delivery issues. Initially the centre will deal with emergence and service delivery enquiries and discussion are underway to include all government related enquiries to cover war room principles.	
17.	There are houses allocated at Obed Nkosi without water and lights.	LEDP/IS/CF O	The matter will be investigated to understand the cause of the problem. However, people that have been allocated houses should come to the municipality to open accounts in order to access the mentioned services.	31 March 2016
18.	Hospice at Jameson Park is a white Elephant.	CS	The comment is acknowledged, current the LLM has agreed with the Department of Health to relocate the Clinic from the current building to the building that was initially meant for a hospice. Furthermore, three NGOs have been allocated at the mentioned building.	30 June 2016
19.	The residence of the Hostel in Protea Rd, are still receiving free services in the form of electricity and water.	LEDP/IS/CF O	There are plans in place to upgrade the hostel into CRUs, however this is a direct responsibility of the Human Settlement Department. As soon as this matter is finalized the issue of non-payment by the hostel residences will be resolved.	

Item No.	Comments	Responsible Department	Response	Due date
4.	We have requested that the LLM should established a road/ pass between extension 1 and 2 to make it easy for school children to access the school and other amenities.	IS	The LLM will investigate the possibility of having a road/ pass at the mentioned area.	30 June 2016
2.	Replacement of old meters, some meters are destroyed and makes it difficult to buy electricity for people who are paying for services.	CFO/IS	The municipality has budgeted for the replacement of old meters in the area and the project will be implemented in 2016/17 financial year.	31 July 2016
3.	People are bridging even at the electric poles.	CFO/CS	Electricity theft is a serious offence and it costs the municipality substantial amount of money when replacing damages caused by such illegal activities. You are therefore requested to assist the municipality in fighting such crime by reporting the perpetrators to either the municipality or the police. The LLM is also conducting meter audits randomly in the area to curb this malicious practice. Heavy fine are charged when a meter has been tampered, with the aim of stealing electricity or water.	
4.	We have been promised houses since 2014 but till today, such promise has not been met. This will result into us protesting against the government once again.	LEDP	The delivery of housing is the responsibility of the Human Settlement Department and the matter will be forwarded to them for their comment.	31 March 2016
5.	When is the Devon Tannery project going to be implemented?	LEDP	The project was delayed by the studies that need to be concluded in order for the project to resume. The project is implemented in conjunction with GDARD and this matter will forwarded as such.	31 March 2016
6.	What is causing the delay of the construction of road in Impumelelo? Why did the contractor abandon the project?	IS	The project of roads at Impumelelo is an initiative between the LLM and DRDLR where an amount of about R12 million was contributed by DRDLR. The project stopped due the dispute between DRDLR and the contract, however such dispute has since been resolved and the project will commence in June 2016.	30 June 2016
8.	The tenders are given to outsiders yet we expect to pay for services.	CFO	The LLM has adopted an SCM policy, which is in line with the MFMA and all contractors are appointed accordingly. However, qualifying local contractors are given a priority when it comes to such appointments. Furthermore, SMMEs that do not qualify are given an opportunity to do subcontracting work with the aim of improving their grading so that they may compete for bigger work available.	
9.	We need a retail shops like Shoprite , Supermarket	LEDP	The comment is acknowledged, and the LLM is working very closely with the private sector in implementing the LED Strategy to lure investments in the area. Currently a developer called TECINO has lobbied funding in a region of R4bn to build among other things, the service centers in the rural areas that will accommodate retail and government services.	

Item No.	Comments	Responsible Department	Response	Due date
10.	Netball grounds do not have poles, its fully vandalized, please assist so our children could play sports and more way from drugs and other bad things.	CS	The LLM provide the necessary poles for the netball and soccer fields.	30 June 2016
11.	May you please ensure that the main road in Impumelelo is part of the resealing budget?	SI	The Impumelelo road will be included the priority list of the repairs and maintenance.	30 June 2016
12.	Please make sure that there is internet at the libraries especially for our coming matriculations exams.	CS	The internet facilities at library were vandalized during the protest violence, however the municipality is in the process of restoring such facilities.	30 June 2016
13.	No one in my family has ever been employed in any of the IDP projects in Impumelelo, yet I am always participating in the IDP forums and further provide solutions to some of our problem. These projects that are implemented are as a results of our combined efforts but some of us are left out from benefiting during the implementation of such projects.	ALL	Then issue of job creation is major challenges especially, in areas such as Devon. However, when projects are initiated the municipality consults widely through the Ward Councilor, ward committee and the council of stakeholders. The community is advised to use the existing channels of communication to address their plight.	
14.	There is shortage of staff at our clinic especially nurses.	CS	The matter will be communicated with the department of health since primary health care is their direct responsibility.	31 March 2016
15.	Upgrading of Impumelelo Stadium is taking forever.	CS/SI	This is a joint project between Lesedi, Sedibeng and DRDLR, and the tendering process is currently underway.	30 June 2016
16.	What happened to Hlwanyela project?	LEDP	The project in question is not sustainable and leaves the municipality with no option but to seek other interventions.	
17.	How is LED assisting Egoli project at Devon?	LEDP	The LLM is working closely with GDARD in assisting the mentioned Cooperative, and currently a suitable land was identified and leased by the municipality. GDARD is helping the cooperative with business plan to attract capital investment.	

Stakeholder's Forum held on the 09th March 2016 – Vischkuil Community Hall

Item No.	Comments	Responsible Department	Response	Due date
1	We as Vischkuil community we need ECD training	CS	The ECD training programme will be conducted in all the remaining wards in the 2016/17 financial year.	
2	Construction of roads that are remaining I should be budgeted for.	IS	The priority is on the installation of bulk services for Kwazenzele phase 2 housing development, once that has been concluded, then the construction of roads in Kwazenzele will be prioritized.	
3	We need solar geysers in Vischkuil	IS	The LLM is soliciting funding for this project and business plans have already been submitted to CoGTA in this regard.	31 March 2016
6	The people who are invited in the IDP meetings are not relevant, you need to invited rate payers, and those are people around Endicott	LEDP	The aim of IDP consultation meetings is to touch base with all the relevant stakeholders in the area, and if there are those that have been left out we gladly request that the IDP office be inform and their details be submitted. However, it should also be noted that IDP consultations are not public meeting, and is consulted through ward public meetings	
7	We understand that only 300 houses will be delivered at first in Kwazenzele phase 2, but these will not solve the problem faced by the people living at the informal settlements. We request that the municipality should then allocate stands with services to all remaining residence at Phase 2 while waiting for the rest of houses to be delivered.	LEDP	The comment is acknowledged, and the matter will be raised with the Department of Human Settlements, since the delivery of houses is their direct responsibility.	31 March 2016
8	Many of our ward committee members are not active they are absent from this important meeting.	CORSER	The ward committees were elected by different stakeholders in the community and they are expected to serve the community diligently, and the matter will be investigate and if need be the community will be consulted to resolve the matter.	31 March 2016
10	We need a clinic in phase 2	CS	The municipality has already identified a suitable land for this project and the Department of Health has also budgeted for implementation in 2016/17 financial year.	

Item No.	Comments	Responsible Department	Response	Due date
1	The installation of the LED lights was last seen two years ago, yet your IDP speaks about it as if is an annual project.	IS	The installation of the LED street lights depends entirely on the grants received from the Department of Energy, and the municipality always submits its request annually in this regard. However, we have not received any funding in this regard for the past two years, but that doesn't stop us from submitting and making our plans known to the stakeholders.	
2	30% of the streetlights in Jordaan Park and Rensburg not working.	IS	The municipality is currently repairing all the street lights in the area, and repair and maintenance has resumed in Jordaan Park and before the end 2015/16 financial year, the matter would have been resolved. However, it should be noted that maintenance is ongoing and we are encouraging	30 June 2016
3	We would like to find out if the wi fi will be available to all residence in a 24hr basis.	CORSER	The aim of the municipality is to provide wi fi to all residence of Lesedi at our respective buildings for 24hrs.	30 June 2016
4	Did the municipality enter into other lease agreements with other cooperatives at the Jameson Park Commonage concerning cattle farming, because our observation is that there is also an increase in cattle farming in the area and this is putting pressure to the water resource in the area?	LEDP	The study done by GDARD came with a finding that the land is over grazed as a result the municipality has tried to ask the current leases to renew their contract and only a few responded. The management of the commonage will be an ongoing challenge	
5	How is the GEP assisting the local SMMEs?	LEDP	GEP is assisting 24 SMMEs with training, financial management system, and lobbying funds from Ratanda/Heidelberg.	
6	Jameson Park is served by Nigel SAPS, yet we are in Lesedi.	CS	This is an issue of SAPS logistical demarcations and they are not necessarily similar to the municipal demarcations. Devon is another example to point out, it is in Lesedi, but served by Springs SAPS.	
7	What is happening with the informal businesses at Sharlimar? The request was submitted to remove such, because they are becoming a hub for criminal activities.	LEDP	The municipality has promulgated the SPLUMA by-laws and will make provision for implementation in the 2016/17 financial year.	
8	Your stats are not correct when looking your population statistics, I have lived in Heidelberg for many decades now, but I have not seen so many Indians and Coloureds in the area.	LEDP	The statistical data used in the IDP is sourced from the StatsSA which is the acceptable and reputable data source in the country.	
9	When will they complete flats in Sharlimar Ridge	LEDP	The municipality has an IGR structure with Department of Human Settlement where project management issues are pursued. The project is still at construction level and upon completion the municipality will take over. However, valuation for rental has been completed and upon completion an advert will be placed inviting potential tenants.	
10	Why are Day mothers in ward 8 not being included in the training programmes?	CS	The ECD training programme will be rolled out in all the ward in the 2016/17 financial.	

<u>Item No.</u>	<u>Comments</u>	<u>Responsible Department</u>	<u>Response</u>	<u>Due date</u>
11	There are some people Jameson Park who can't comprehend English, so language used this meeting is a problem for some of us.	COSER	All individuals are allowed to use the language of their comfort during the IDP meetings and clarity will be given as per request.	
12	Cooperatives in farming where are they from?	LEDP	All the agricultural cooperatives in Lesedi that are have been opportunities are residence of the municipality.	
13	Our roads in Jameson Park are a big problem there is a huge backlog of roads.	IS	The LLM will budget for a 1km of road in the 206/17 financial year	
14	We do not see any plans from the municipality about installation of services at Kaydale.	IS	The municipality is engaging with the owners of the stands in Kaydale to regularize the township and raise funds for the installation of services.	
15	What is the percentages spent on budget at this point.	CFO	Percentage spent for operational budget is seventy five, and percentage spent for capex as at February 2016 is >>>>>>>>	
16	The lack of by-laws are not mentioned in any document	COSER	The comment is acknowledged, and the LLM is in the process promulgating its by-laws	
18	The 6% budget for repairs and maintenance must increase.	CFO	As and when our revenue collection increases the LLM will increase the maintenance and repair budget in accordance with Treasury guidelines.	
19	The LLM should resuscitate the programme of the CCTV within Heidelberg to combat crime problem. A request of about R400 000.00 from the LLM was submitted in the past to help manage the programme effectively.	CS	The comment is acknowledged, and the LLM will investigate the possibilities of supporting this initiative and follow meetings will be convened to initiative necessary programmes.	30 April 2016
20	How much is the LLM gaining from the services of the TMT?	CS	The TMT was appointed to assist the municipality in collecting the traffic fines and the company receives R98, 00 from every fine paid regardless of the amount charged.	

SECTION B: SITUATIONAL ANALYSIS

Section B: Situational Analysis

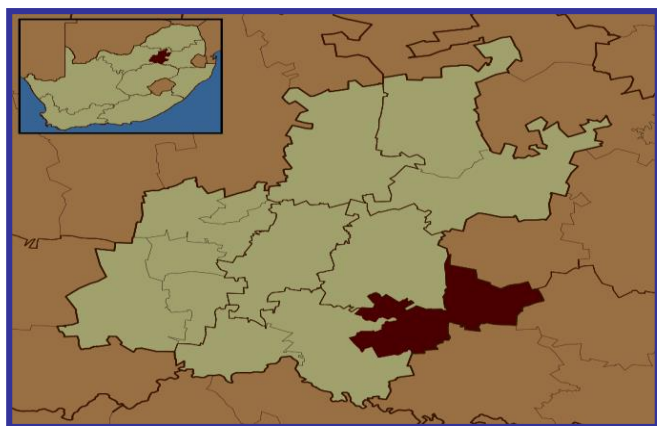
1. BASIC FACTS AND FIGURES

The situational analysis and statistics presented in this section indicates the developmental challenges facing the Lesedi Local Municipality such as poverty, unemployment and service delivery

backlogs. The programs and projects in this IDP are informed by this scenario.

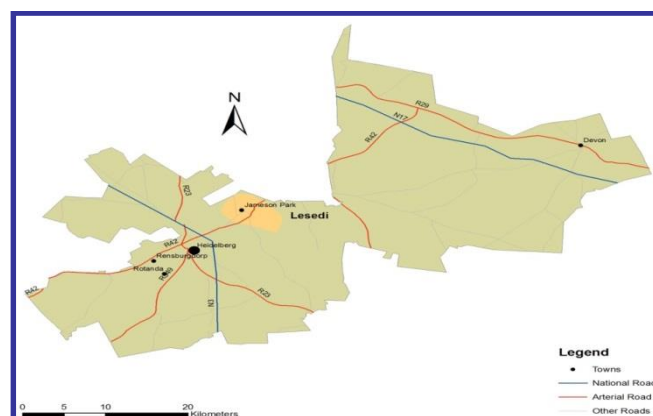
1.1. LOCALITY, GENERAL DESCRIPTION AND REGIONAL CONTEXT

Lesedi Local Municipality is a local municipality situated in the Sedibeng District Municipality of Gauteng, South Africa. Heidelberg is the seat of the municipality and during the first war of independence, Heidelberg served as capital of the Zuid Afrikaansche Republiek, from 1880 to 1883. The figure below shows the map of Gauteng with Lesedi Local Municipality highlighted;



Lesedi Local Municipality can be described as a primarily rural area, the major urban concentration located in Heidelberg/Ratanda, which is situated along the N3 freeway at its intersection with Provincial Route R42, east of the Suikerbosrand Nature Reserve. Devon/Impumelelo, which is situated on the eastern edge of the Municipal area, abutting the N17 freeway on

the north is a significant rural settlement, while Vischkuil/Endicott east of Springs abutting Provincial Route R29 is a smaller rural centre. The following map indicates places found in Lesedi Local Municipality as well as the major transport routes:



Lesedi spans an area of $\pm 1430\text{km}^2$, which is largely rural, with two towns situated within it, namely Heidelberg/Ratanda in the western part, and Devon Impumelelo on its eastern edge. The area can be described as mostly agricultural, with Heidelberg and Devon being the primary service centers for the surrounding agricultural areas.

As far as its sub-regional context is concerned, Lesedi is situated approximately 56km southeast of Johannesburg and is traversed by two national roads, namely the N17 and the N3, which create future economic development potential.

1.2. DEMOGRAPHIC PROFILE AND DENSITY

1.2.1. SIZE OF THE POPULATION

The aim for this section is to analyze some demographic statistics of the district so as to provide a base on which development within the municipality's area of jurisdiction can be made. In 2001 the population in Sedibeng District Municipality was recorded at 794 088 by StatsSA and the population has since increased by 122 396 in 2011. The total population in Sedibeng District Municipality is presently at 916 484. The population growth rate therefore from 2001-2011 was 1.43 percent per annum.

Year	Population	Source
2001	794 088	2001 Census
2011	916 484	2011 Census

According to Census (2011), the current population of Lesedi is estimated at 99 520, which reflects a population increase of about 27 652 since 2001. Therefore, the total population of Lesedi accounts for

Section B: Situational Analysis

only 10.9% of the total population of the district. Approximately 74.9% of the total population of Lesedi resides in the urban areas of Heidelberg/ Ratanda and Devon/Impumelelo, while the rest 25.1% is categorized as rural.

Municipalities	Total Population 2011
Emfuleni Local Municipality	721 663
Lesedi Local Municipality	99 520
Midvaal Local Municipality	95 301

Population as per municipal area (Source: Census 2011)

The racial composition of Lesedi is indicated in the table below and geographically most of the African population is concentrated in areas such as Impumelelo and Ratanda. This illustrates the entrenched racial divisions within the municipality. These tend also to reflect the socio- economic geography of the municipality and the pattern of access to services.

Population Group	Total Population 2011	%
Black Africans	76 919	77.29
Whites	19 562	19.66
Coloureds	1 156	1.16
Indians or Asians	1 313	1.32
Other	570	0.57
Total	99 520	100

Population by Population Group: Census, 2011.

Furthermore the above table also indicates the percentage composition of the population in Lesedi. The largest population group is Blacks. This group makes up 77.29% of the municipality's population. The second largest population group is Whites which accounts for 19.66% of the population while the Asian and Coloured population groups account for 1% each of the total population.

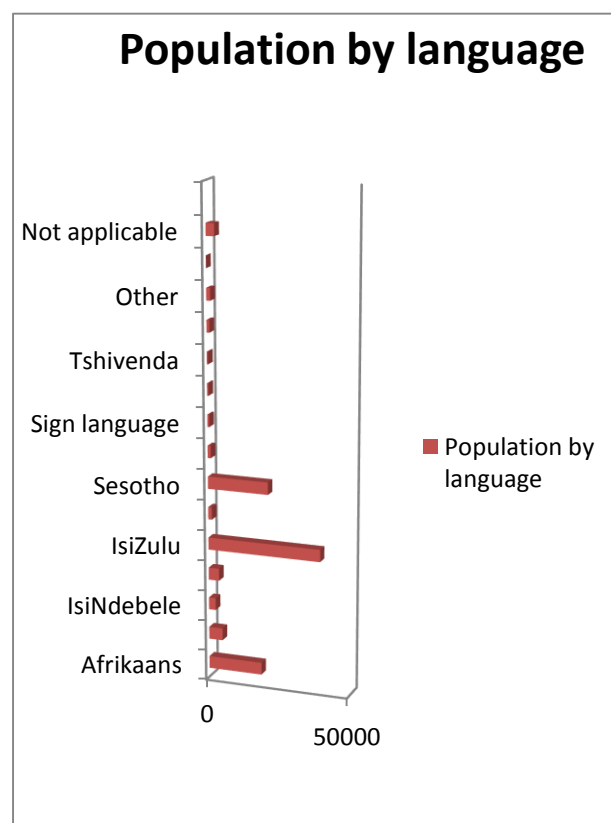
1.2.2 Population by home Language

Home language	Total population
Afrikaans	18788
English	4828
IsiNdebele	2423
IsiXhosa	3707
IsiZulu	39384
Sepedi	1311
Sesotho	21166

Home language	Total population
Setswana	1101
Sign language	640
SiSwati	450
Tshivenda	421
Xitsonga	980
Other	1381
Unspecified	-
Not applicable	2940
Grand Total	99520

Population by home language (Source Census 2011)

The table above with the Graph below indicates the following regarding the population by home language which consist of a total population of 99 520: The IsiZulu speaking population is the highest with 39 384 people, followed by the Sesotho speaking population which consists of 21 166 people, the Afrikaans speaking population is at third with a total of 18 788 people. The remainder of the home languages in numerical order (largest to smallest) of the amount of people per home language consist of English, IsiXhosa, Non-Applicable languages, IsiNdebele, Other, Sepedi, Setswana, Xitsonga, Sign Language, SiSwati and Tshivenda, with 20 182 people.



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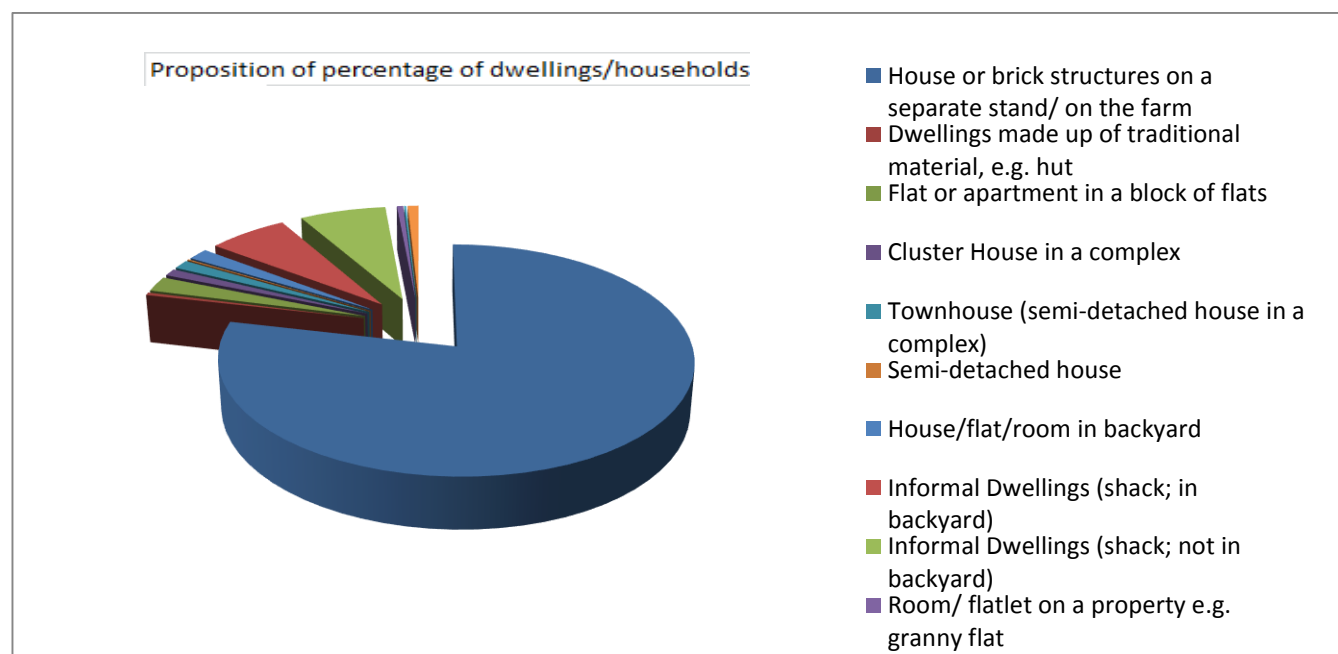
1.2.3 TYPES AND NUMBER OF DWELLINGS/HOUSEHOLDS

Using a similar description as in population composition the tables below depicts the number of formal and informal dwellings within the municipality and their percentage distribution. About 84.78 % of the households in LLM are formal in nature and 15.22% are informal households.

Types and Number of Dwellings, Census 2011

Types of Dwellings	No. of Dwellings	%
House or brick structures on a separate stand/ on the farm	23 348	78%
Dwellings made up of traditional material, e.g. hut	119	0.4%
Flat or apartment in a block of flats	644	2.17%
Cluster House in a complex	305	1.03%
Townhouse (semi-detached house in a complex)	380	1.28%
Semi-detached house	44	0.15%
House/flat/room in backyard	489	1.65%
Informal Dwellings (shack; in backyard)	1 875	6.32%
Informal Dwellings (shack; not in backyard)	2 021	6.81%
Room/ flatlet on a property e.g. granny flat	150	0.50%
Caravan/ tent	44	0.15%
Other	248	0.84%
Total	29 668	100

About 85.68% of the dwellings in the municipality are made up of formal structures and 14.32% is mainly informal structures



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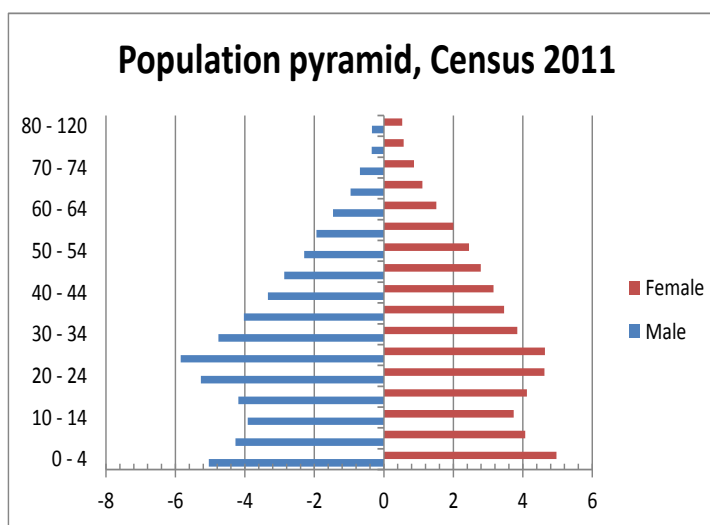
1.2.2. POPULATION AGE DISTRIBUTION

The population of Lesedi LM (as depicted in table and population pyramid below) shows larger numbers in the younger age groups, this indicates rapid growth. 34% of the population is below the age of 20. This youthful population will make different demands on the municipality than an older, mature population, for example on education, sport and recreation, libraries and other community facilities. It is therefore important that, whilst functions such as education are not the responsibilities of local government, LLM should interact more closely with provincial and national departments to ensure that the needs of this age cohort are catered for in planning.

There are also a large number of people in the economically active age group (15-54 years) and this is important to keep the dependency ratios as low as possible. There are also a significantly higher number of people in the 65 years plus age groups which might point to a significant number of retired people settling in the area.

Migrant labour is not a factor in the municipality as there are about equal amounts of males and females in the municipal area. However, there are anomalies in some cohorts between 20 years and 50 years. However there is no apparent reason that explains this situation

Age Group (years)	Male	Female	Total
0-4	5 019	4 943	9 962
5-9	4 245	4 048	8 293
10-14	3 904	3 723	7 626
15-19	4 173	4 105	8 278
20-24	5 247	4 601	9 848
25-29	5 817	4 617	10 434
30-34	4 740	3 824	8 563
35-39	4 010	3 447	7 457
40-44	3 325	3 142	6 467
45-49	2 854	2 775	5 628
50-54	2 278	2 433	4 711
55-59	1 929	1 990	3 919
60-64	1 449	1 501	2 949
65-69	951	1 101	2 052
70-74	688	864	1 552
75-79	348	566	914
80+	343	524	867
Total Pop	51 317	48 203	99 520



Population by Gender and Age: Census 2011

Section B: Situational Analysis

2. SOCIO ECONOMIC TRENDS

Decades distorted development in the area has manifested in highly skewed distribution of income and wealth. The unemployment rate among the economically active sector of the

community is approximately 25,9% and this is according to the Census 2011. This shows an improvement of about 10% as compared to 2001 unemployment statistical reports.

Type of sector	Employed	Un-employed	Discouraged work-seekers	Not economically active	Age less than 15yrs	N/A	Total
Formal sector	22 671	-	-	-	-	429	23 100
Informal sector	3 360	-	-	-	-	55	3 415
Private household	4 270	-	-	-	-	101	4 371
unknown	1 218	-	-	-	-	24	1 242
unspecified	-	-	-	-	-	-	-
N/A	-	11 042	2 889	22 805	-	30 656	67 393
Total	31 518	11 042	2 889	22 805	-	31 266	99 520

The LLM continues to provide relief to impoverished households through its assistance to the poor scheme and the indigent policy providing its monthly contribution of 6 kiloliters of water and 50 kilowatts of electricity respectively to all registered and approved indigent households.

The Gross Geographic Product (GGP) of Lesedi Local Municipality is largely dependent on manufacturing (38.8%), community services (29.4%) and financial services (18.6%), and collectively these three sectors constitute 86.8% of GGP of Lesedi Local Municipality.

Amongst the key notable industries are:

- British American Tobacco (BAT), is the largest cigarette manufacturing facility in the Southern Hemisphere, occupying 35ha, with 125 000m² under cover.
- Eskort Beacon, a large pork abattoir and distributor of fresh pork countrywide.
- Karan Beef, is the largest feedlot in the Southern Hemisphere, holding some 100 000 heads of beef.

- PK Farming and Mancho Ranch are second largest feedlots supplying beef to the country.
- Van Driel's Steel Construction, are structural engineers and fabricators with undertaking countrywide. The Company occupies approximately 3000 m².
- VAMCO Engineering, is involved primarily in large-diameter gear cutting, and associated steel fabrication, for both the local and international markets. The facility is housed on less than 3000m².
- Global Wheels, Manufacturers of heavy duty steel wheels for agricultural, commercial, mining, and military and off road industries. Exports bulk of production.
- Highveld Tissue Converters.
- Coca Cola Valpre Plant
- Transnet Bulk Liquid Terminal

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3. SUMMARIZED WARD ANALYSIS RATIONALE

In order to comply with the Ward Based IDP approach, an attempt was made to compile the analysis of each Ward in Lesedi Local Municipality and subsequent to that the municipality has piloted

the Community Based Planning program in the three Wards, (ward 11, 12, and 13) to ensure maximum participation of the community.

3.1. WARD 1

DESCRIPTION/ STATUS QUO						
Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	5 143	57	9	559	27	5795
<ul style="list-style-type: none"> This ward is located along the R42 to the North and with western border line of the Midvaal Local Municipality. Heidelberg Road forms the north western border and Sigasa Street is the south eastern border with Blesbok Street as the south western border of the ward. The ward consists of Ratanda Ext 2 & 5, Sedaven, Refilwe-Simphiwe, Obed Nkosi Township and Boschfontein Holdings on the north of Ratanda. The ward also includes the farm area to the west of Midvaal such as Schikfontein, Mount Avabel and Klipstapel. The ward consists of Sedaven Primary and High schools which are privately owned and another primary school situated in Ratanda. There is one old age home, luncheon club and a day care centre for the elderly operating in this ward. 						

3.2. WARD 2

DESCRIPTION/ STATUS QUO						
Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	8 056	37	18	4	2	8 117
<ul style="list-style-type: none"> Ward Two is located in Ratanda and Heidelberg Road forms the north western border with Blesbok Street forming the north eastern border line. The bonded houses are also found in this ward. Ratanda Ext 6 is located in this ward. The ward consists mainly of RDP houses and currently there are no community facilities available. 						

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3.3. WARD 3

DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	6 856	14	8	4	30	6 912

- Ward 3 is located in Ratanda. Blesbok street forms the south-western boarder line and Sigasa Street forms the north-western borderline. The whole of Ratanda Ext 1 and 4 forms part of this ward.

3.4. WARD 4

DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	6 582	27	10	0	18	6 636

- Ward 4 is located in Ratanda. Ratanda Proper forms part of this ward with the Heidelberg Road as the south- eastern border, Mohalane Street north-western border line and Mahomo Street forms the south-eastern border line.

3.5. WARD 5

DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	6 800	44	13	4	29	6 890

- Ward 5 is situated in Ratanda. A part of Ratanda Ext7 and the whole of Ratanda Ext 8 form part of this ward. The Old Ratanda Cemetery is situated in this ward. There is also a vegetable project called Bophani Izidwaba with 6 beneficiaries. The Construction of 238 houses is initiated in this ward.

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3.6. WARD 6

DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	4 989	43	13	1 161	7	6 212

- The ward comprises of a part of Ratanda Ext 7, Tokolohong and a number of agricultural holdings. Uitlyk, Morea, Witkop, Langzeekoegat, Hartbeesfontien, De Hoek, Nooitgedacht, Lagerspoort, Steynskraal, Bothaskraal, Blinkpoort and Gelukspoort are some of the farms that form part of this ward. The Karan Beef Feedlot is also situated in this ward.

3.7. WARD 7

DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	9 877	133	27	41	109	10 186

- Ward 7 is located in Heidelberg. The R549 is the north-western border and Denne Avenue forms northern borderline including the cemetery are on the south. Heidelberg Ext 23, Rensburg Ext 4 and Heidelberg Prison form part of this ward.
- The ward is made up of RDP houses with basic necessities such as water, outside toilets and prepaid electricity.

3.8. WARD 8

DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	3 092	210	780	5 992	173	10 247

- Ward 8 is located on the southern parts of Heidelberg and includes rural areas towards the south and east of Lesedi Local Municipality.
- The ward consists of Rensburg, Shalimar Ridge, Poortjie Mines and Agricultural Holdings.
- The main industries of the Lesedi Local Municipality (British American Tobacco and Escort) are situated in this ward
- Shalimar Ridge and Rensburg are well serviced and consists of necessary urban amenities.

An industrial township has established in this ward to accommodate 40 industrial stands.

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3.9.WARD 9

DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	1 090	201	210	4 892	24	6 417

- *Ward 9 is located in Heidelberg. The N3 (Langlaagte 186IR) forms the border line on the east and this continues to include partially the Poortjie Rd (excluding the Poortjie Mines) up to Stasie Street which forms the southern border line. The northern parts of Stasie Street and eastern parts of Meyers Street are included in this ward. The border line continues from Smit Street towards Voortrekker Street where it joins with Blesbok River.*
- *The Military Base is located in this ward.*
- *Heidelberg Provincial Hospital and Suikerbosrand Clinic are also located in this ward.*

The ward is fully serviced and all necessary urban amenities are available.

3.10.WARD 10

DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	3 904	105	106	3 071	37	7 224

- *Ward 10 is mainly rural and it is located along the northeast and northwest of Heidelberg towards the boundary of Ekurhuleni. The ward consists of urban areas like Overkruijn, Bergsig, Berg-en-dal, Kaydale & Jameson Park and a number of agricultural holdings.*
- *Overkruijn, Berg-en-dal and Bergsig are up market residential areas which is fully serviced.*
- *Jameson Park consists of single dwellings with large stands.*
- *There is a primary school, clinic, community hall and a hospice located at Jameson Park. There is also a newly developed English media high school in Bergsig.*
- *Transnet Fuel Depot is under construction in this ward. Vopak-Reatile bulk liquid terminal will be developed in this ward.*
- *Heidelberg Ext 25 is located in this ward consists of the shopping mall, multivac factory and VW showroom*

3.11. WARD 11

DESCRIPTION/ STATUS QUO

Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	5 848	54	11	541	34	6 489

- *Ward 11 is located in Heidelberg. Part of Heidelberg Ext 23 and the whole of Heidelberg Ext 26 with Blackwood Street as the northern borderline of this ward. Part of Heidelberg Ext 26 and Rensburg Ext 4 also form part of this ward with R23 forms borderline to east of this ward.*
- *Emmadale School, Ekuthuleni Cemetery, Heidelberg Airfield, Coca Cola Vapre Plant and surrounding farms are located in this ward.*
- *X26 consist of RDP houses with basic facilities such as water, electricity and toilets available*

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3.12. WARD 12

DESCRIPTION/ STATUS QUO						
Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	6 370	205	50	3 149	50	9 825
<ul style="list-style-type: none"> Ward 12 consists of all rural areas along the eastern and the southern parts of the Lesedi Local Municipality. It is the biggest ward in the municipality. The ward hosts the rich (plots & farm owners around Vischkuil/ Endicott area) and the most impoverished communities (KwaZenzele). Ward 12 is mainly rural and consists of farming areas and a number of denser rural settlements such as Vischkuil, Endicott, Umbila, Hallgate, Bothasgeluk, Agricultural holdings, Skyling and Aston Lake. The ward consists of grasslands, mixed woodland vegetation and a number of aquatic & wetland habitats (dams, spans, streams and Vlei's) The population densities are very low in this ward. The ward consists of two primary schools, library and community halls. The major economic activity comprises of commercial agriculture and dry land crop cultivation. . . 						

3.13. WARD 13

DESCRIPTION/ STATUS QUO						
Population Group	Black African	Coloured	Indian/ Asian	White	Other	Total
Total Population	8 310	26	56	147	31	8 569
<ul style="list-style-type: none"> Ward 13 is situated toward the eastern edge of the Lesedi Local Municipality. It is a highly impoverished area with a population of 8 569 of which only 1 865 have formal employment. (Stats SA: 2011) The residential areas available in the ward are Devon, Impumelelo and some farm portions east of Devon. Devon is typically a rural town, consisting mostly of single residential dwellings on large stands and is fully serviced. Impumelelo is a historically disadvantaged township consisting of formalized/ serviced and informal settlements. The rural part of the ward consists of some rehabilitated agricultural lands and natural grasslands. A prison is also located in this part of the ward. 						

Section B: Situational Analysis

4. KEY PERFORMANCE AREAS

The SIX KPAs are as follows:

1. Municipal Transformation & Organisational Development
2. Basic Service Delivery
3. Local Economic Development
4. Municipal Financial Viability & management
5. Good governance & Public Participation
6. Cross Cutting Issues

4.1. KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

The Lesedi Local Municipality has 479 permanent staff members, 93 interns/learners, 91 ward committee members and 126 contractual/casual workers that are employed to implement some of the capital projects and to deepen democracy. The total number of staff complement including permanent, interns/learners, ward committee members, contractual/casual workers is 789. As far as the political structure is concerned, Lesedi Local Municipality has 13 Wards.

Eight Wards (Ward 1, 2, 3, 4, 5, 6, 7 and 11) covers Ratanda and some outer rural areas.

Wards 8 and 9 covers parts of Heidelberg and outlying rural areas.

Ward 10, 12 and 13 covers rural areas and substantially larger than the other wards in geographical terms. Ward 12 especially stretches for ±65 km from its southern boundary to its northern boundary. These obviously have implications for effective administration and communication within this Ward. These exert strain for the Ward Councilor to convene meetings and to disseminate information.

In addition to the Ward Councillors there are other additional 13 elected Councillors on proportional representation basis, making 26 political representatives.

The Speaker chairs the Council or legislative arm of the municipality, while the Executive Mayor chairs the Mayoral Committee or the Executive which exercise powers of oversight on the administrative arm of the municipality. The Mayor is assisted by 4 Councilors in ensuring that there is day to day oversight on administration.

There is functional ward committee system and a policy in this regard is approved. In terms of this system the Ward Committee is

[chaired by the respective Ward Councillors], have been established in 11 wards and two are outstanding. Training program for Ward committees was undertaken by DPLG and Council.

All members of the Mayoral Committee are full time as proclaimed by the MEC of COGTA.

The Chairpersons of Section 80 committees consist of Councilors who are portfolio heads and these Councilors represent the municipality at similar SALGA Gauteng working groups.

The municipality also avails the following committees to assist it in its activities:

Senior Management Team

Audit & Performance Committee

Bid Committees

Local Labour Forum

Sub Local Labour Forum

Training and Development Committee

Employment Equity Committee

Section 80 Committees

MPAC

Remuneration Committee

Section 79 Committee – Petitions Management Committee

Screening and Short listing Committee

Revenue Enhancement Committee

Mayoral Committee and Council

4.1.1. EMPLOYMENT EQUITY

The municipality has an approved Employment Equity Plan. The plan is rolled over for a period of five years. Employment Equity reports are submitted annually to indicate the extent to which targets are being pursued and achieved before 1st October annually as prescribed by the Employment Equity Registry.

The Employment Equity Committee is established and is fully functional.

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4.1.2. ORGANIZATIONAL DESIGN

The approved Human Resources Strategy deals with all elements of Human Resources as a strategic partner and decision maker on roles and responsibilities, training and development and transformation, policies, organizational structures and the way forward. The rolled out HR Strategy through road shows

highlighted the significance of HR and HR Manuals will be issued to all officials.

The approved strategy is informed by Human Resource Management and Development Strategy of Province.

4.1.3. LABOUR / EMPLOYEE RELATIONS

The Disciplinary Procedure and Code Collective Agreement guides Lesedi Local Municipality on disciplinary matters and the code of conduct of officials. Newly employed employees are inducted and provided with a Code of Conduct, Disciplinary Procedure and Code Collective Agreement with policies in order to ensure they know what is required of them.

Grievance procedures are being followed according to the Collective agreement in order to ensure challenges are dealt with efficiently and effectively and to prevent disputes.

Misconduct/misbehaviors are being dealt with under this collective agreement and corrective measures are undertaken if and when necessary. Some of the officials will be referred to an

employee wellness program and other might need more serious action depending on the transgression.

It is required from members of community and Councillors and Heads of Departments and other Manager/officials to notify the HR Section immediately, preferably in writing, if they depict some misconduct/misbehaviours of officials who work for Lesedi Local Municipality. Mainly it is required that the Heads of Departments and Managers to deal with disciplinary matters of a less serious in nature themselves however the more serious the transgression HR must be notified immediately.

Turnaround time on handling of disciplinary matters is of the utmost importance.

4.1.3. TRAINING AND DEVELOPMENT

INTERNSHIP PROGRAMS

LG SETA: NON-GRADUATE DEVELOPMENT PROGRAMME.

A total of 93 learners were placed on the Governance learnership, which is at NQF level 4, to undergo theoretical training. One site, and through e-learning. It was both 18(1) and 18(2) learners. The learners were placed at different departments in municipality under the guidance of trained mentors. They must be given workplace experience while they get trained in order to graduate. The external learners only qualify for a stipend a month as prescribed by LG Seta.

FOCUS AREAS WILL BE ON TRAINING SCARCE SKILLS

LG Seta has been approached to fund training of the scarce skills officials in the following areas, electrical, parks, roads and storm water, water and sanitation, town planning, traffic, fire fighters, plumbing and mechanical apprenticeships. It is planned to train at least 120 officials and to offer experiential training to at least 40 learners in the different fields. These training initiatives will be on different NQF Levels. Learnerships for employed R16 000 was approved by LG Seta per learner, for unemployed learners R25 000 was approved per learner for skills programmes for both employed and unemployed R5 000 was approved per learner and for RPL of employed people R35 000 was approved per employee and R35 000 was approved for unemployed full training on apprenticeships this is for 2014/2015

TREASURY

At Treasury there are 6 interns appointed in the Finance Department for two years. These interns are assisting in Assets, Budget and Accounting section. They receive a stipend as prescribed by Treasury. Reports on their performances are submitted to both Treasury and LG Seta.

WORKPLACE SKILLS PLAN

The Workplace Skills Plan will be submitted to the Local Government Sector Education Training Authority (LGSETA), annually before end of May every year, as per legislative requirement. In the plan some of the training initiatives that have been planned for this financial year are the following (including the internship programme outlined above): A WSP Matrix are discussed and submitted to the Training Committee after resource packs have been issued and received to identify the needs of the individuals versus those of the organization in relation to national key performance areas according to this WSP Matrix training are identified which must be implemented during a financial year and it must form part of the WSP on both planning and reporting. Monthly monitoring reports are submitted on all training initiatives completed. Training conducted are also captured on the Payday system on each individual name in order to keep data. The Training Committee is fully functional and resource packs are distributed in the beginning of the year to put

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training initiative in a WSP matrix to prioritize training versus budget requirements

TSWINYANE ABET PROGRAMME

The municipality, in partnership with the locally based Tswinyane ABET Centre, has been running an Adult Based Education and Training (ABET) Programme since January 2006. It is coming to an end. For 2011/12, funding has been sourced from the LGSeta discretionary grant for placing 15 employees across various ABET levels. Only eleven (11) employees have successfully completed the programme at this stage.

An Advertisement was placed on the Website in order to source accredited service provider to conduct ABET in-house however the first round was unsuccessful and it need to be repeated again.

SAICA TRAINING

SAICA offers AAT training and Finance officials who is not yet competent will be granted the opportunity to attend the training.

AAT (SA) LEARNERSHIP PROGRAMME

In complying with the Treasury minimum competency level requirements the Department of Local Government and Housing (DLG&H) together with the LGSETA and the South African Institute of Chartered Accountants (SAICA) rolled out the Local Government Accounting Certificate, which is a learnership registered through FASSET (and delivered in accordance with an MoU between FASSET and LGSETA) at NQF Level 3. 8 employees in the Finance Department were placed on the programme in order to acquire the minimum competencies and will be completing at the end of 2012. About eight (8) employees have already attained NQF level 4.

WARD COMMITTEE TRAINING

Capacitation of Ward committees is also envisaged for this financial year. The course will focus on training ward committee members in different wards in the Municipality to be able to apply the relevant competencies required for the proactive participation

as Ward Committee members so that they achieve municipal objectives. The outcomes contained in the training will be based on the competencies required to contribute to the effectiveness of municipal processes from a Ward Committee perspective.

SALGA CAPACITY BUILDING PROGRAMMES ONGOING

The South African Local Government Association (SALGA) Gauteng in partnership with the Development Bank of Southern Africa (DBSA) – Vulindlela Academy will be rolling out a number of skills programmes targeted at Councillors and Officials who have management responsibilities. Amongst these programmes are

courses on Integrated Development Programme (IDP), Local Economic Development (LED), Project Finance, Policy making and management and Environmental Management. Several Councillors and Officials have been earmarked to attend these programmes in accordance with their specialty.

BATHO PELE/CUSTOMER RELATIONS

It was identified that a need exist for front desk and officials who work with the community must be trained in Batho Pele and Customer Relations in order to speed up service delivery LG Seta

and DBSA will be approached to assist in funding to train at least 20 officials and 10 Cllr's in order to assist with communication and service delivery.

CPMD LEARNERSHIP AT WITS

The LG SETA at the University of Witwaterand has planned a learnership programme whereby identified employees of Lesedi Local Municipality will undergo training in management development and municipal finance. About 35 employees have

been identified to undergo this training. Three groups have been placed on hold due to renovations at Wits Business School this affects about 15 officials/cllr and they will be notified in due course when it will continue.

OTHER INTERNAL SKILLS PROGRAMMES

Other programmes that are earmarked for this financial year are inter alia, the capacitation of Bid Committees, the Supply Chain Unit, Line management on Microsoft Office suite, and other hardware and software training if available and providing Executive Support to incoming Councilors.

Training will also be provided to various staff members and Councilors on different initiatives as and when applicable, such as kerbing, paving, potholes repairs, cleaning, plumbing, electricity, IDP, LED, Governance, Financial Management, Project Management, Leadership, landscaping and gardening/ pruning during this financial year. The Financial Management training will

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assist Council to ensure all financial officials are declared competent by 2013 as per Treasury Regulation.

Training is also anticipated in the following categories:

80 employees and 40 unemployed people will be trained in Horticulture and Landscaping using discretionary grant.

Waste management.

Road maintenance, water process controllers and purifiers.

Record management

IDP, LED, Fire Fighting (level 1&2) and Environmental practices.

CPMD

MPD

Training will also be provided for 12 officials in traffic studies. And horticulture will also be at level 3. IDP, LED will be provided at level

5 for about 22 successful candidates from level 4. Councilors will also be trained in Public Management and Administration and Municipal Management Finance in the current financial year.

About 200 ward committees will also be trained in various relevant municipal courses to enhance their skills and to improve their participation.

It needs to be mentioned that other avenues of sourcing funds for capacity building will be explored during the financial year in order to ensure that there are programmes for both the unemployed (18.2's) and the employed (18.1's) and such programmes will be communicated accordingly. A grant from LG Seta will ensure that the training initiatives takes place and that the training room is fully equipped.

SUPPLY CHAIN/PREFERENTIAL PROCUREMENT TRAINING

Treasury assisted Council to train the Bid Evaluation, Bid Specification, Bid Adjudication and Councilors on the new regulations that governs supply chain tendering processes in order

to be able to communicate to the community on what the processes and procedures entails.

BASIC ELECTRICITY AND BASIC PLUMBING

General workers of the Electrical Section and the Plumbing Section have been trained in order to skill them towards a

qualification for future career movement if and when a post becomes available.

EMPLOYEE ASSISTANCE AND WORKPLACE PROGRAMS

Training will be conducted for at least 20 officials on the EAWP and funding will be searched from LG Seta due to the urgent nature of dealing with work related and occupational related illnesses, trauma, stress and other aspects in the workplace that affects employees and Councilors. An advertisement will be placed to

invite psychologists and medical practitioners to sign service level agreements with Council in order to access to such immediately to deal with medical boarding and or medical conditions and 2nd opinions.

RECRUITMENT

In order to ensure synergy and to prevent nepotism it was decided to establish a Screening and Short listing Committee which will consists out of the relevant Head of Department or his/her delegated Manager and either the HR Manager or the HR Provisioning Officer depending on the level and one independent Head of Department or his/her delegated Manager. This will ensure adherence to the Recruitment policy and also ensure that objectivity in short listing the right candidates. An Interview panel will also consists of either the Head of Department and/or his/her

delegated Manager, not more than two of a section, the HR Manager and/or the HR Provisioning officer and labour will be invited to sit in as observers, questions will be compiled on the day of the interviews before the interviews starts reason being that it was depicted that questions are not always treated with confidentiality. Appointment of new permanent officials will be placed on a six month probation which will be monitored and assessed and reports will be submitted in writing.

HR TRAINING ROOM

HR Training room need to be fully equipped with chairs, a printer/scanner/copier and overhead projector, a TV with a DVD player a fitted white screen and blinds funding will be sourced in order to try and find enough money to pay for these expenses from COGTA.

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4.2. KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

4.2.1. INFRASTRUCTURE OVERVIEW

Large amounts of infrastructure investment are required over the short term (5 to 10 years) to address the basic services backlog. Critical bulk water, sanitation and electricity infrastructure are needed for key economic developments (i.e. Logistic Hub).

It is evident that municipal needs are significant and current budgets cannot meet these needs. Water resource and bulk infrastructure is also becoming more critical as a number of economic developments are desperately in need of more bulk water, sewer and electricity.

Considering the nature and extent of capital required, it is inevitable that some of the developments will have to be done with loan funding and that most of the economic developments should be co-funded by developers. The biggest concern is that our municipality currently lacks the necessary revenue streams to co-fund its obligations. Improved financial management in the municipality is thus key to successful implementation of the investment framework.

4.2.2. WATER PROVISIONING

Water demand is also increasing every year. The figure below indicates that water provision in Lesedi is around 92, 1% with 52.3% access inside the dwelling and 39,8% inside the stand.

Non-revenue water in the province has increased from 21.8% in 2005 to 35.9% in 2010. In Lesedi non-revenue water was significantly lower than the Gauteng average and declined over the same period to 23%

The Blue Drop Status of water is currently at 93% and this is due to proper management of water services over the years.

CHALLENGES OF WATER PROVISIONING

- *Aging water supply infrastructure*
- *Limited Capital investment to address infrastructure upgrades*
- *Vandalism of the Water Infrastructure by members of the community*
- *Theft of water supply components, (i.e. cast iron valve boxes, copper valves and electrical supply cables to pump stations)*
- *Theft of water through by passing of water meters*
- *Water wastage by members of the communities (leading toilets, Excessive irrigation and communal taps left running in informal settlements)*

INTERVENTIONS OF WATER PROVISIONING

- *Partnership with CoGTA, MISA and DWA to reduce the non-revenue water levels.*
- *Internal capital funding to address aging infrastructure.*
- *Implementation of the comprehensive water conservations and demand management program.*

Level of Service	% Access to Water
Piped water inside dwelling	52.3
Piped water inside stand	39.8
Communal Taps less than 200m	4
Communal Taps more than 200m	2
Other Sources	1.9

Access to water in Lesedi is higher than Gauteng average of 95.4% and Sedibeng average of 96.7% and currently measured at about 97.4%.

Authority	% Access to Water
Gauteng Province	95.4
Sedibeng District Municipality	96.7
Lesedi Local Municipality	97.4

4.2.3. ACCESS TO SANITATION

In Lesedi the percentage of households with hygienic toilets was 89.1% in 2011. This is an improvement from the proportion of 67.2% in 1996.

The current sanitation backlog in absolute terms amounts to approximately 4 000 households or 12.8% of all households.

In comparison to Gauteng Province and Sedibeng District, Lesedi remains high in the provisioning of proper sanitation.

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Level of Service	% Access to Service
Flush Toilets	89.1
Chemical Toilets	0
Ventilated Improved Pit- latrine Toilets (VIP)	4
Non Ventilated	0.9
Other	6

The following are the water treatment works available in the municipality and their capacity:

Waste Water Works	Capacities (Ml/d)
Ratanda	5
Heidelberg	8
Devon	1.5
Vischkuil	0.125

4.2.4. REFUSE/ WASTE REMOVAL

Refuse removal services are rendered to the following areas in Lesedi:

- *Heidelberg: Refuse removal take place once a week*
- *Ratanda: Refuse removal by the Municipality to a transfer site and from there to the Plat kop regional disposal site takes place twice a week.*
- *Jameson Park: Refuse removal by the Municipality to the Platkop regional disposal site takes place once a week.*
- *Endicott/Vischkuil/Aston Lake: Refuse removal has been outsourced to a private contractor (Waste Group) to the Holfontein regional disposal site.*
- *Devon/Impumelelo: Refuse removal by the Municipality takes place twice a week. Access to Solid Waste services*

Level of Service	% Access to Service
Once a week collection	83.2
Less than once a week	1
Communal refuse dump	8
Own refuse dump	5
No refuse removal	0.5
Other	1

CHALLENGES

- *Pressurized infrastructure due to migration from Rural to Urban Areas*
- *Influx of people into the Municipal Area due to soft borders*
- *Proliferation of Informal Settlements*
- *Waste Water Works operating above their design capacities*
- *Influx of people into areas that do not have sanitation infrastructure (Kaydale)*
- *Unauthorized Tanker Services which discharge directly into Municipal Sewer System*
- *Discharge of non acceptable Effluent quality by Industries into the Municipal sewer network*
- *Theft and Vandalism of the Sewer Network and WWTW*

ACCESS TO SOLID WASTE – COMPARATIVE ANALYSIS

Authority	% Access to Service
Gauteng Province	88.3
Sedibeng District Municipality	88.2
Lesedi Local Municipality	83.2

SOLID WASTE PROVISION CHALLENGES

- *Theft and vandalism at waste handling facilities*
- *Lack of waste buy back centers within the Municipality*
- *Contaminated land that needs to be rehabilitated*
- *Lack of green waste composting sites to promote waste diversion*
- *Lack of crushing sites to address building rubble disposal*
- *Operation of unauthorized waste disposal sites*
- *High disposal costs for utilizing Ekurhuleni Land Fill Sites*
- *Minimum compliance with the requirements of the Waste Act*
- *Aging waste collection vehicles*
- *Illegal dumping and littering in general*
- *Unavailability of Municipal owned land to establish landfill sites*

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4.2.5. ROADS AND STORM WATER DRAINAGE SYSTEM.

At the present Lesedi has about 652km of road and of which 267km is gravel. Currently the rate of backlog reduction is 5-10km/year and Lifespan of a surfaced road is about 75yrs. Depending on the usage, the roads need to be resealed at least 4 to 5 times during its lifespan.

The types of seals utilised in Lesedi are tar and paving. No foreign resources are need in maintaining the paving. In general paved roads need less maintenance during service period. However, Gravel roads need to be graded regularly to be kept in a trafficable condition and this puts strain on the available resources.

The total backlogs in RDP houses for roads & storm-water in Lesedi area are 26 km. The backlog on Roads & Storm-water and resealing of roads is 117, 5 km. Total fund needed to accomplish this project is R450 million.

Roads and Stormwater backlog on existing extension (RDP houses)

EXTENTION	ROADS & STORMWATER	FUNDS NEEDED (MILLION)
Ext 23, 26	8 km	R40
Ext 1,3,4,5,6 Ratanda	5 km	R25
Impumelelo	9 km	R45
Kwazenzele	1.2 km	R5,5
TOTAL	23,2 km	R115,5

Roads and Stormwater backlog on existing extensions.

EXTENTION	ROADS & STORMWATER	FUNDS NEEDED MILLION
Shalimar Ridge (stormwater)	2,5 km	R6,3
Overkruin (stormwater)	1 km	R2,5
Jameson Park	10 km	R50

EXTENTION	ROADS & STORMWATER	FUNDS NEEDED MILLION
Spaarwater	5 km	R12,5
Small Farm Holdings in Lesedi	20km	R60
Endicott	15 km	R75
Devon	1 km	R5
Vischkuil	8 km	R40
Rensburg (stormwater)	21 km	R52,5
Jordaan Park (stormwater)	9 km	R22,5
Heidelberg/ Bergsig (stormwater)	25 km	R62,5
TOTAL	117.5 km	R317.5

There is a need to upgrade a section of R42 road between Heidelberg and Nigel due to the major developments in the Zone of Opportunity and Jameson Park. R549 between Heidelberg and Ratanda also needs upgrading due to Obed Nkosi Township that is under construction.

The biggest challenge remains in Agricultural Holdings wherein due to the distance, low occupation density and sparseness of the area it is very expensive to develop the infrastructure. As stated above, the Agricultural Holding roads are largely gravel, and maintained by LLM.

4.2.6. ELECTRICAL NETWORK

The LLM's Electricity Supply network consists of Medium Volts (MV) and Low Tension (LT) overhead and underground electrical network

- MV overhead is approximately 82 000m
- MV underground is approximately 100 000m
- LT overhead is approximately 200 000m
- LT underground is approximately 82 000m

LLM has six feeding points from Eskom

Electrical network is 11KV except for Kwazenzele and Impumelelo which is 22KV

LLM has 90MVA capacity of which approximately 50% is spare capacity

ENERGY SAVING PROGRAM

The LLM has developed the following energy saving program in line with National government target of saving 10% of usage of electricity by the municipalities

- Ripple control over 4 000 streetlights, switch streetlights on at 19h00 and off 5h00, saving ± 60 000 kWh per month.
- Switching geysers on and off with ripple control. Load Management.
- The Municipal Buildings air cons are switched off with timer switches.

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- The electrical offices installed light sensors, when you enter the offices, the lights switch on and when you leave the office the lights switch off.
- The lights of the municipal building are controlled by timer switches.
- The Council uses the consumer accounts and local newspaper to educate consumers about ways of saving electricity.
- The installation of free Solar Geysers is currently underway in Lesedi to alleviate poverty and to reduce the usage of electricity in the area.
- The Council plans to install LED Street lights around Lesedi, as and when the funds are available from DoE.

MEDIUM TO LONG TERM INTERVENTION

- The Council will budget to change 4 000 x 125 Watt streetlights fittings to 59 Watt fittings. It will cost the council R5 704 000. Council paid Eskom R27 million. Total project cost R35 million. The project will be completed in two years' time.
- Upgrade Eskom Bulk Supply's
- Upgrading existing geyser control – R700 000.
- Installation of geyser blankets – need R60 million.
- Installation of smart metering – council need ± R170 million
- Installation of LED streetlights.

4.2.7. HUMAN SETTLEMENT

INTRODUCTION

Lesedi Local Municipality strives to achieve the national target of eradicating the informal settlements by providing houses to poor communities. Lesedi work very closely with the Gauteng Department of Human Settlement by providing the land and all necessary infrastructures to ensure successful housing delivery.

The housing backlog is currently estimated at 14 189 and this information is based on the number of people registered in the demand data-base.

Over the years the LLM has managed to deliver over 9000 houses and formalized 705 informal stands in the area. The municipality has been able to address about 60% of housing delivery backlogs, however due to continuous migration problems into the area, the housing backlog remains high. Furthermore, the LLM has recently managed to formalize another 238 stands in Ratanda X8 where about 130 housing units will be delivered in this financial year. The present status quo with regard to housing projects in Lesedi is highlighted in the table below:

Project Description	Milestone	Status Report
Hostel (CRU) redevelopment Ratanda (1187) and (2261	The project envisages a total of three hundred and sixteen (316) RDP walk ups and rental stock at 1187 in Ratanda and also Extension 16. It was envisaged that 200 units will be built at Shalimar Ridge Ext 16. This project is implemented in collaboration with the Department of Housing	<p>The first phase of the project is practically complete on the 42 units. The contractor's scope of work has been increased with additional 12 units which is 90% complete. Reatlegile Projects and Moreki Distributors have been appointed for the construction of 36 units each and scope was also extended with an extra 24 units each. All the three contractors are currently busy with construction of 96 units of which 60 is practically complete.</p> <p>Bulk electrical contractor (Makgotamische Building contractors) has commenced with construction – all cable laid and parking lights installed, awaiting the delivery of electrical kiosk.</p> <p>24 units have constructed and completed and second phase will consist of 136 units. PRT has been appointed for the design, tender and construction management of the conversion of old hostel buildings to CRUs.</p>
Obed Nkosi Housing Project	This project is envisaged for development of Six Thousand (6000) mixed income residential stands	<p>The project is implemented in phases of which phase 2 A consist of 1170 stands and phase 2B consists of 1098 stands.</p> <p>324 stands in phase 2A and 699 stands in phase 2B have already been serviced with water and sewer reticulation. Allocation of these houses is ongoing. Therefore the balance of 846 stands in phase 2A and 399 in phase 2B were planned to be</p>

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Project Description	Milestone	Status Report
		<p>served in 2015/16 financial year. However, only 500 stands could be catered for in the budget.</p> <p>745 stands are planned to be serviced and 1025 houses are planned for construction in the 2016/17 financial year.</p> <p>The Department also anticipate installing services in 2000 stands in 2017/18 financial year subject to availability of bulk services. 2000 houses will then be constructed in 2018/19 financial year and 1472 stands will be serviced in the same financial year subject to availability of bulk services. The final 1472 houses will be constructed in 2019/20 financial year.</p> <p>STATUS OF TITLE DEEDS</p> <p>The Department and Lesedi Local Municipality have to date completed and allocated 300 houses. The Department is in the process of appointing a conveyancer to register title deeds on the 300 houses. The 958 houses have been completed and will also be registered at the Deeds Office once they have been allocated. is underway.</p>
Ratanda extension 8, 238 stands	To accommodate all the informal households in Ratanda that have invaded private and municipal land. The LLM has received the Record of decision (ROD) in this regard and pegging & surveying was completed. The Gauteng department of Human settlement has appointed a service provider for installation of services in the area	Installation of services in the area is underway. Installation of toilet top structures is envisaged in 2015/16 financial year. A contractor has been appointed to build 135 houses as the first phase of the project.
Ratanda close-off Housing Project	About 130 houses are under construction in Ratanda extension 1,3,5,6,7 and 8	The second phase of the project will include completion of Gautrans houses and construction of houses in Ratanda X8 (238 stands). Two contractors have been appointed to complete the 130 housing units and 58 additional units will be build.
Kwazenzele Phase 2 Housing Project	The EIA studies have been commissioned in the area. Concept design showing proposed land use for the project is completed	<p>Feasibility Studies have already been conducted. Geo-tech and EIA studies were conducted and they are both positive.</p> <p>The PRT is responsible for Layout design, Surveyor General Plan, Engineering design and beneficiary administration. The layout plan has revised because of the proposed Eskom servitude.</p> <p>The Department will be ready to install services on 300 stands from 1st November 2015 subject to availability of bulk. 300 houses will be completed in the 2016/17 financial year (Municipality must plan to electrify these houses)</p> <p>The remaining 2200 stands will be serviced in the 2016/17 financial year subject to availability of bulk services.. 2200 stands will be serviced with water and sewer and the construct of 300 houses is planned in the 2016/17 financial year subject to availability of bulk services.</p> <p>Construct 1200 houses in 2017/18 financial year is planned and construction of 1000 houses in the 2018/19 financial year is also planned.</p>

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Project Description	Milestone	Status Report
Impumelelo extension 3 Housing Project	Feasibility Studies have already been conducted and preliminary results indicate that the land identified is suitable for development. The project will consist of 3 400 stands; however, the Department has started with EIA, Geo-tech, preliminary designs and layout plan on Impumelelo Extension 3 which consists of 1 000 stands.	A Land Valuer has been appointed. Negotiations with the property owner are ongoing.
GAUTRANS PROJECT	The project commenced in 2004 and was envisaged to accommodate seventy five (75) beneficiaries. It was a joint venture between Lesedi Local Municipality and Gautrans	Only twenty one (21) houses were completed, forty four (44) were incomplete and the other ten (10) were not built. Plans are underway to resuscitate the project .
FLORACADIA	<p>This development is envisaged along the R42 on the remainder of portion four (4) of the farm Boschoek 385 IR. The site was previously known as Floracadia Nursery and was used for hydroponics flower production. However, most of the infrastructure has been removed and the site is currently used as a construction camp for a nearby bulk liquid infrastructure project.</p> <p>The Proposed Development will consist of a mixed used township, including land uses such as residential stands, commercial activities, institutional (school, church, communities facilities etc) and recreational/open space.</p>	
FLORACADIA (BOSCHOEK EQUESTRIAN ESTATE)	This development is envisaged in a rural agricultural community abutted on the east by small farm holdings. A small settlement, which was previously used by Floracadia staff, is located on the south. The Property is located adjacent to the provincial roads R42 south of Heidelberg town on the remaining extension of portion 4 of the farm Boschoek 385 IR. The proposed site will be zoned rural residential erven, which will be bonded and privately owned.	
TOKOLOHONG AGRICULTURAL VILLAGE	<p>The project is envisaged at building 290 units which were completed and occupied.</p> <p><i>General plan and EIA were approved.</i></p> <p><i>Geo-tech Plan is completed</i></p>	The Township Application to undertake Land Subdivision in terms of the Provision of the Land Assistance Act 1993 was submitted to the Lesedi Local Municipality and the Department of Land Reform and Rural Development on the 12 April 2011 for approval. The Council has since approved the application.

ERADICATION OF INFORMAL SETTLEMENTS

RATANDA INFORMAL SETTLEMENTS

The total number of squatters that were audited was one thousand and eighteen (1018) in 2014. The total number of informal settlements formalized was 943, this includes the 238 stands in Ratanda X8.

IMPUMELELO INFORMAL SETTLEMENTS

The informal settlements in Impumelelo are approximately thousand (1000). Part of the problem has been addressed by construction of houses at Impumelelo Ext 2. Plans are underway to

have housing projects for Extensions 3 & 4 to assist in the eradication of informal settlements. Currently the IEA has been completed.

SOCIAL HOUSING

Social housing is a rental housing option mainly delivered by Social Housing Institutions aiming at low income target group (R1500 to R7500 per month) these income brackets may change over time. Social housing is aimed at integrating society, socially, racially and economically in order to create sustainable living environments.

The LLM is currently consolidating the municipal owned flats in the area. Plans are underway for the creation of more social housing.

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THE INFRASTRUCTURE BACKLOG ON HOUSING DELIVERY

The following table depicts the infrastructural backlog in delivering the housing projects in Lesedi. The present MIG funding that is available to the municipality is surely not enough to address the present backlog; hence other sources of funding should be advanced.

	Reticulation And House Connection Costs Electricity	Bulk Supply Cost Electricity	Bulk Water	Bulk Sewer	Roads & Stormwater	Water Reticulation	Sewer Reticulation
Obed Nkosi 6 000 stands	R42 million	R25 million	R10 million	R14 million	75km – R187 million	R36 million	R48 million
Kwazenzele Phase 2 - 2 000 stands	R14 million	R20 million	R15 million	R16 million	28km – R70 million	R70 million	R16 million
Impumelelo Phase 3 - 1 000 stands	R7 million	R15 million	R15 million	R10 million	15km – R37,5 mil	R6 million	R8 million
Impumelelo Phase 4 - 2 400 stands	R16.8 million	R20 million	R10 million	R10 million	30km – R75 million	R14.4 million	R19,2 million
Kaydale 2 290 stands	R16 million	R20 million	R10 million	R25 million	29km – R72,5 million	R13,74 million	R18,32 million
TOTAL	R95,8 Million	R100 million	R66 million	R75 million	R404,87 million	R140,14 million	R109,52 million

4.2.8. SOCIAL DEVELOPMENT AND COMMUNITY FACILITIES

SOCIAL DEVELOPMENT

This section deals with the socio-economic upliftment of the community by rendering the following services:

Indigent

Elderly, Women, Disabled and Youth programs

Homeless

Children (Early Childhood Development)

Assistance of Employee with social problems

Men Development

The communities in lower income areas are generally in greater need of social services and are more dependent on public facilities because of the ill-effects of poverty and the inability to access private facilities and services.

In an attempt to address the increasing levels of poverty, unemployment and inequality, Gauteng Provincial Government (GPG) developed the Social Development Strategy (GSDS).

The GSDS provides a framework for sustainable social development that places children, youth, women, the disabled and the elderly at the centre of its development efforts, through promoting a caring society, offering social protection and investing in human and social development.

In order to better tackle the challenges of poverty and create future generations who are well integrated into the economic, social and cultural mainstream, the strategy will ensure that departments and the local sphere of government collaborate with each other to enable households to access a comprehensive set of services including shelter and nutrition, infrastructure, education and health.

It aims, further, to effectively translate social development inputs into socio-economic development outcomes, by providing the necessary educational resources and social infrastructure to

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enable people to increase their potential to improve their quality of life.

In these and other ways, government plans to radically increase its poverty reduction efforts that address the needs of families, households and citizens living with inadequate financial and social support networks. In so doing, government will work in collaboration with its social partners, NGOs, FBOs, CBOs, business and civil society.

GSDS requires that all spheres of government work together, and therefore it is incumbent that LLM either develops and adopt its own Social Development Strategy or adopts and localizes the GSDS.

Social Development Section focus on Early Childhood Development(ECD), Services for Older Persons, Disabled and Child Headed Families.

A facility catering for Orphans and Vulnerable Children (OVC), ECD and the Elderly was erected through the 20 Prioritized Township Program and is still operational.

Partnerships were established with Hollard Trust as well as National Development Agency to improve the standards at informal ECD's by providing training to the Educators as well as to develop minimum Norms and Standards.

A Toy Library with personnel has been allocated by NDA which cover all ECD's within Lesedi Local Municipality and this is the first to be implemented in Gauteng Province

Consideration must be given by Lesedi Local Municipality to make provision in the budget to maintain this program to ensure sustainability.

EARLY CHILDHOOD DEVELOPMENT

The Leadership of Lesedi Local Municipality (LLM) and Hollard Trust (HT) committed in July 2014 by means of signing a Memorandum of Understanding (MOU) to partner in developing a strategy for Early Childhood Development (ECD) in the local municipality .The aim of the strategy is to improve access and quality of ECD services to children in the area. The quality of life of children between the ages 0-5 years will be improved through implementing the Kago-Ya-Bana (KYB) and 'SmartStart' model for ECD.

The ECD project will be rolled out in two phases, namely, the diagnostic phase and the implementation phase:

Upon completion of the diagnostic phase, the strategic framework for the implementation phase was developed. The ECD Strategic Plan will be implemented over a 3 years period. An annual operational plan with budget allocation (Business Plan) will inform the parameters of the partnership and the MOU between Lesedi Local Municipality and Hollard Trust during the implementation phase.

According to an audit report compiled by Hollard Trust there are about 4100 children across Lesedi LM that have access to ECD services. However, there are about 7700 children that do not have

access to ECD services. Other challenges that were highlighted in the report include, among others and not limited to the following;

Lack of formal training for ECD practitioners

Poor practitioner - child ratio

Lack of compliance for registration

Lack of funding for ECD centres

Lack of infrastructure

Lack of compliance with infrastructure and ECD program

Requirements.

Prototype center caters for the following services:

COMMUNITY DAY CARE CENTRE FOR THE ELDERLY

The centre continuous as a service point where provision for social and recreation and health related activities in a protective setting for individuals who cannot be left alone during the day due to health and others social needs.

The Department of Social Development main mandate is to deal effectively with the plight of older persons by concentrating holistically at their welfare. The Department looks in the formulation of policy, funding for centers and all the activities evolving around older persons. Policy implementation and services rendered for older persons is a cross cutting function and the responsibility of all departments.

CENTRE FOR ORPHANS AND VULNERABLE CHILDREN

The centre caters for three categories of children in distress and provide the following services

After Care Centre for school going children between age 7 and 18. Programme commences from 14h30 – 18h30. Children get assisted with their home work and get served with meals. During school holidays the programme runs midweek from morning to afternoon to ensure that children's needs are still met.

Drop in centres provides programmes to vulnerable children and orphans to benefit from assistance with food, counselling and material and assistance where a need arises.

DAY CARE CENTER FOR CHILDREN

Day Care Centre for children from age group 0-6 years who are not attending formal schooling are accommodated.. The programme operates daily and the children return to their families in the afternoon. Three balanced meals are provided per day.

THE ROLE OF THE MUNICIPALITY

Guided by the Older Persons Bill, the Lesedi Local Municipality's Social Development unit, deals among other things with the plight of older persons in the area. Services rendered look into programs

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that seeks to develop, protect and improve their functioning, ensuring an enabling and supportive environment for older persons.

PROGRAMMES RENDERED TO OLDER PERSONS

LUNCHEON CLUBS

These are day care centers that accommodate older persons during the day only. There are 2 in Ratanda, 1 in Jameson Park, 1 in Vischkuil and 1 in Impumelelo. The elderly persons are encouraged to be actively involved in bead work, wood work, food gardening, and create a platform for them to share their stories.

INTERGENERATIONAL

Bridging the gap between younger and older generations by sharing skills, stories and teaching values & morals. In our communities older persons are not cared for or respected by the younger generation and the inter-action between the generations promotes the restoration of dignity among the older generation.

HEALTH AND SOCIAL TALKS

Different professionals are invited to give talks on different issues that affect older persons. Dieticians, Health promoters, Social workers who articulate on different topics that need to enhance the life of older persons.

EDUCATION AND TRAINING

Most of the older persons have become parents to their grandchildren due to the scourge of HIV/AIDS and the unit conducts training on parenting to bridge the age gap. This makes it possible for them to cope with the children during the different stages of development.

AWARENESS AND EDUCATIONAL CAMPAIGNS

Older persons are visited at the day care centers where they are empowered to know their rights and to report any violation of these rights. Awareness campaigns are conducted in the communities to prohibit the community from abusing the older persons, financially by misusing their social grants for personal benefit.

ACTIVE AGEING

The Provincial DSD together with the Municipal Social Development unit is involved in the planning of the annual program of older persons to participate in sporting activities (golden games) and choir competitions. These take place through local, regional, provincial and national competitions and older persons partake in these activities as part of active ageing.

ACCOMMODATION OF HOMELESS AND THE FRAIL

There are only 3 old age homes in Lesedi, namely, Suikerbosoord, Sedaven, and Ratanda Old Age.

The unit intervenes in cases of older persons who are reported by the community to have no one to look after and those who are frail and can no longer take care of themselves. The social worker apply to old age facilities where after admission, they are cared for by a multi-disciplinary team.

PROGRAMMES THAT WILL NEED FUNDING / COST IMPLICATIONS

The games take place from June to October and they commence with the local games, whereby all older person meet in one place and compete to be in the local team that will be represented in the region. They have to be transported there and meals provided for them as they spend the whole day there. Regional up to the National is budgeted for by DSD but the challenge is during the local games and choir competitions.

ESTIMATED BUDGET R20 000 PER ANNUM as this is an annual plan

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4.2.9. HEALTH

Primary Health Care facilities are clustered in urban and service centres whilst, rural areas are served through mobile units. Primary Health Care is rendered by Gauteng Provincial Health.

There are two hospitals in the study area, namely the Heidelberg District Hospital, which is a provincial hospital and the Suikerbosrand Clinic, which is privately owned.

The following are the primary health care facilities available in Lesedi Local Municipality:

Clinic	Property Owner	Services rendered	Challenges
Rensburg	Lesedi Local Municipality	Voluntary Counseling and Testing (VCT); Prevention of Mother to Child Transmission (PMTCT); Well baby clinic Family planning; Chronic illnesses (diabetes mellitus, hypertension epilepsy, asthma, tuberculosis, HIV and AIDS); Minor ailments; Pap smears Antenatal & postnatal care; and Health promotion ART	Building needs to be extended (waiting area, additional rooms, public toilets, etc.)
Ueckerman Street	GPG	VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal & postnatal care; Health promotion and ART	Gauteng Health Department plans to build a new facility, which will be a Community Health Center.
Ratanda Ext. 7	Lesedi Local Municipality	Mental health; VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses (diabetes mellitus, hypertension epilepsy, asthma, tuberculosis, HIV & AIDS); Oral health; Minor ailments; Pap smears; Antenatal & postnatal care and Health promotion and ART	The clinic needs to be extended to accommodate the catchment population.
Jameson Park	Lesedi Local Municipality	VCT; PMTCT; Well baby clinic; Antenatal & postnatal care; Family planning; Chronic illnesses; Minor ailment, Health promotion and ART	The clinic needs to be extended to accommodate the catchment population.
Usizolwethu Devon/ Impumelelo (GPG)	GPG	VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal & postnatal care; Health promotion, ART	Additional Professional nurses to be appointed. Turnover of Professional Nurses.

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Clinic	Property Owner	Services rendered	Challenges
Vischkuil	Lesedi Local Municipality	VCT; PMTCT; Well baby clinic; Antenatal & postnatal care; Family planning; Chronic illnesses; Minor ailments, ART and Health promotion	Primary Health Care services needs to be extended to accommodate the catchment population. (Kwa-zenzele)
Extension 23 Clinic	Lesedi Local Municipality	VCT; PMTCT; Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal & postnatal care; Health promotion and ART	The clinic needs to be extended to accommodate the catchment population.
3 x Mobile Clinics	GPG	Well baby clinic; Family planning; Chronic illnesses; School health; Minor ailments; Antenatal & postnatal care; Health promotion	Mobile points to be re-evaluated to cover the vast area. Mobile clinics to be replaced due to ageing.
Ratanda Clinic	Lesedi Local Municipality	Voluntary Counseling and Testing (VCT); Prevention of Mother to Child Transmission (PMTCT); Well baby clinic Family planning; Chronic illnesses (diabetes mellitus, hypertension epilepsy, asthma, tuberculosis, HIV and AIDS); Minor ailments; Pap smears, Antenatal & postnatal care; and Health promotion, ART, Mental Health and Dental Services	Implement additional extended hours over weekends.

IMPROVEMENTS WERE DONE AT ALL CLINICS IN LESEDI

The norms for the provision of health are that community health centers should operate 24 hours, and clinics 5 days a week.

Calculating the backlogs for health services is based on a standard of 1 hospital for every 50 000 people and 1 clinic per every 7000 people, based on 2011 Census, there are no backlog in Lesedi.

In order to address some of the challenges relating to clinics, the Gauteng Department of Health need to improve the capacity,

availability, and frequency of services at all the clinics and to improve the services and frequency of mobile clinics, as these cater largely for the poor.

CHALLENGES: PRIMARY HEALTH CARE SERVICES

Clinics situated in extension 23, 7, Rensburg, Jameson Park and Vischkuil are too small and need to be extended.

Service hours must be extended at Ratanda clinic due to the demand.

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4.2.10. HIV AND AIDS

INTRODUCTION

The impact of HIV&AIDS at Municipal Level can be illustrated from two perspectives: (a) HIV &AIDS impact on a municipality as an organization where staff and politicians may be infected or affected resulting in absenteeism, low staff morale, staff turnover, poor quality of service and loss of human capital. (b) HIV&AIDS impact on residents who may be infected or affected resulting in a burden of demand for supply of goods and services among others, services for health; poverty alleviation and indigent assistance. This may also lead to less revenue collection by the municipality for services provided.

Access to and the utilization of HIV Counseling & Testing (HCT), Prevention of Mother to Child Transmission (PMTCT) and the provision of Ante Retroviral Treatment (ART) has brought quiet a remarkable difference in mitigating the scourge of HIV&AIDS. There have been developments to contain the HIV& AIDS epidemic across the Municipal area. In Lesedi the Ward Based HIV and AIDS programme has been implemented in 13 Wards. 39 x HIV & AIDS Ward Coordinators have been appointed on a contractual basis. All Health Facilities in Lesedi do offer ARV treatment.

The following are Non-Governmental Organizations that are rendering various services within the Municipality:

- *Siyaphila > Home Based Care (Devon) – Funded*
- *Bring Hope > Support Programme for the infected & affected (Devon) – Funded*

- *Leandra Home Based Care > Home Based Care (Devon) - Funded*
- *Boiketlo > Home Based Care & Orphan Support (Vischkuil) - Funded*
- *St. Martins > Drop – In Centre (Vischkuil) – Funded*
- *Mohau Oa Bophelo > Support Group for People Living with HIV (Jameson Park) – Not Funded*
- *The Fort Community Dev. Project > HCT Programme, HTA and Maternal, Child Health & Nutrition (Jameson Park & Shalimar) – Funded*
- *Lebone > Drop – In Centre (Ratanda) - Funded*
- *The Light of Hope > Education & Awareness (Ratanda) – Not Funded*
- *SANCA > Education on Drug & Alcohol Abuse (Lesedi) Funded*
- *South African Men's Action Group > Mobilisation of Men (Lesedi) – Funded*
- *Ikhono Care Group > Home Based Care (Ratanda) – Funded*
- *Indawo Yosizo > Home Based Care and HCT Programme (Heidelberg & Ext 23/26)*

These organizations, together with volunteers from the community also assist in the door to door health calendar educational campaigns that are run throughout the year

LESEDI LOCAL MUNICIPALITY HIV AND AIDS INTERNAL & EXTERNAL WORKPLACE PROGRAMME

We have an Internal Workplace Committee which consists of representatives from various Municipal Departments and Sections. HIV&AIDS Workplace Policy has been reviewed and approved by Council. The Committee meet on a monthly basis in order to prepare for Health Awareness Days, Workshops, Training and other activities for employees experienced by staff. This will further be characterized by organizing other activities like Open Days where employees will have an opportunity to test for HIV, TB, Hypertension, Diabetes etc.

We also do support other Companies in running their own Programmes in terms of the External Workplace Programme.

Condom Distribution

Mounting of condom cans was done internally and externally and condom distribution monitoring is done by the HIV and AIDS Workplace Committee. We have a Bulk supply condom distribution Centre at Jameson Park. The Light of Hope and The Fort are the NGO's that distribute condoms to various places like clinics, other NGO's, Factories and all HIV High Transmission Areas. 100 000 male and 4 000 female condoms are distributed every month.

HIV & AIDS MULTI SECTORAL PROGRAMME

Inter-sectoral & Interdepartmental collaboration to strengthen partnership with other stakeholders has been formed with the following Organizations, Government Departments & Institutions:

Victim Empowerment Centre (a unit for sexual related victims at the SAPS)

Correctional Services (Education & Awareness for Staff & inmates)

South African Police Services (Education & Awareness + Gender Based Violence)

Home Affairs (Identity Documents & Birth Certificates for Grant Applications)

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Health (NGO Funding , Nutrition , Clinics & Hospital Services)
Education (Schools)
Social Development (NGO Funding and Social Services)
South African Social Security Agency – SASSA (Social Grants)
Cross-cutting Unit (Gender , Youth & Disability)
South African National Defence Force (Education & Awareness)
Faith Based Organisations (Moral regeneration, promotion of abstinence , spiritual counselling & leading the Candle Light Events)

Traditional Healers (Education, Awareness & referral to health facilities)
Men's Forum (Mobilisation of men for Reproductive Health & action on Gender Based Violence)
Non-Governmental Organisations (Various services mentioned above) Monthly meetings are still held with all the above Organizations and reporting rate by sectors has improved.

AIDS COUNCIL

The Lesedi Local AIDS Council is fully functional. The Executive Mayor preside during the quarterly meetings attended by different stakeholders. Progress Reports and other presentations are being made during these meetings.

WARD – BASED PROGRAMME

We have 39 Ward HIV&AIDS Co-ordinators within the Lesedi Local Municipal Area and they are based at 13 Wards which have been arranged into clusters. Cluster 1 (Wards 1 – 4) ; Cluster 2 (Wards 5, 6, 7 & 11) ; Cluster 3 (Wards 8, 9 & 10) ; Cluster 4 (Wards 12 & 13). Each Cluster has a Supervisor for monitoring purposes.

The Ward Coordinators are responsible for:

Mobilizing & strengthening all sectors within wards for the integrated & coordinated implementation of HIV&AIDS Programme

Implementing & hosting of all HIV&AIDS related national & international events in the wards

Ensuring regular HIV&AIDS awareness campaigns including door to door campaigns

Identifying problems within wards & performing a referral function to various local service providers e.g. Clinics, NGO's, Social Services, Home Affairs etc.

Ensuring effective co-ordination of ward structures for participation in the Local AIDS Inter-sectoral Forums

Ensuring the regular distribution of Condoms & Information, Education & Communication (IEC) material to the community.

LESEDI CARE CENTRE – JAMESON PARK

The Centre was earmarked to cater for HIV & AIDS patients and other categories of frail care. Due to unavailability of funds, the centre has since been utilised as the Training Centre, HIV Counseling and Testing facility, Bulk Condom Storage and for

Food Garden Projects. We are planning establish a One Stop Shop Centre by recruiting different service providers and government departments to render services to the community

CHALLENGES

- *Delayed funding from Province to run the Municipal HIV&AIDS Programme impacts negatively on the progress made.*
- *Ward HIV&AIDS Co-ordinators are employed on a contractual basis whereas they are a great need in the implementation of Ward Based Programmes on a continuous basis. The increase of Ward Coordinators from 13 to 39 has also posed a challenge of office space.*
- *Delay in payments of NGO's by Health & Social Development which impacts on HIV Counseling & Testing Services at our facilities.*

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4.3. KPA3: LOCAL ECONOMIC DEVELOPMENT

4.3.1. ECONOMY AND EMPLOYMENT

The primary objective of Local Economic Development (LED) is to accelerate growth and generate employment opportunities. In order to achieve this it is necessary for the economy to become more productive, competitive and diversified. This requires increased levels of investment in order to create an enabling economic environment and the provision of support for key

industries. The purpose of this section is to provide an overview of the Lesedi LM economy and employment situation. This overview will enable the identification of key industries and opportunities to be examined in further detail later in this report. The overview also provides a baseline against which to measure economic outcomes and improvements

4.3.2. PRODUCTION PROFILE

The Lesedi LM economy produced approximately R4.48 billion in total output (GVA) in 2011. Assuming an average annual growth rate of 3.0% over the previous two years, it is estimated that the Lesedi LM economy produced R4.51 billion in total output in 2013.

The Lesedi LM is located within the massive Gauteng economy, which is the key driver of economic production in South Africa.

Production from the Lesedi LM economy is therefore relatively minimal in comparison to the wider economy. In 2011, the local economy accounted for only 10.2% of total of total output from the Sedibeng DM and 0.49% of output from the Gauteng Provincial economy.

4.3.3. ECONOMIC GROWTH

Economic growth is one of the most important indicators of local livelihood, as it is the primary driver of business development, investment and employment creation. The Lesedi LM experienced an economic growth rate of 4.8% from 2010 to 2011, the last year for which data is available at the local municipality level. The level

of economic growth can also be equated as an average over time, to minimise the impression of short-term fluctuations. In the Lesedi LM the average economic growth rate over the decade from 2001 to 2011 was 3.0% per annum.

4.3.4 COMPOSITION OF THE ECONOMY

The composition of an economy refers to the relative level of output from each of the ten economic sectors. Understanding economic composition in a study area is important for several reasons. Firstly, it allows for the identification of key industries, where economic growth and employment creation is likely to occur. Secondly, the economic composition of a region is a clear indication of the demand for diversification into new industries. The Lesedi LM economy is relatively diversified with three key production sectors, manufacturing (23.0%), government (20.9%) and finance and business services (20.6%). These sectors also support output in other industries including construction (5.6%), trade (11.8%) and transport (3.9%). Interestingly, despite the rural

nature of the region the agriculture sector accounts for only 1.4% of output.

In comparison to the wider economic region the Lesedi LM has strong productive industries, including agriculture, mining and manufacturing. These industries are extremely important for driving economic growth and development in the entire economy. The Lesedi LM economy also has a relatively large finance sector, which is important for the facilitation of business development in all industries.

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4.3.5 EMPLOYMENT DISTRIBUTION

The employment distribution in an economy refers to the proportional level of employment in each economic sector. This information allows for the identification of key sectors and labour absorptive industries as well as determining the need for employment diversification. Employment in the Lesedi LM is relatively concentrated, compared to production. The key employment industries in are trade (38.2%) and government (17.8%). The high level of employment in these two industries is consistent with other rural economies across South Africa.

Another important employer is the manufacturing sector (9.8%), which typically provides well-paying job opportunities and has a strong multiplier effect on employment throughout the economy. These industries are identified as having the potential to absorb local labour and thus will be emphasized throughout the Lesedi LED Strategy. Employment distribution in the Lesedi LM is virtually parallel to that of the Gauteng province with the exception of noticeably more workers in agriculture and mining and less in the finance sector

4.3.6 EMPLOYMENT CREATION

During the period under review numerous employment initiatives were undertaken by either the private or government. Government will include both National and Provincial spheres. The table below outlines some of those interventions and the scale of job creation.

Project	Jobs created
CWP	1035
Eradication of Alien Vegetation	58
Eco-furniture factory	166 plus 10 SMMEs
National Multi-Product Pipeline	641
Hlwanyela Agricultural Primary Cooperative	13
Heidelberg Mall	799

Project	Jobs created
Valpre Water Bottling	123
Enterprise Development	20 cooperatives registered
EPWP	76

The Sedibeng Growth and Development Strategy (SGDS) identified the following five key thrusts for the long-term development of SDM.

- *Reinventing the economy*
- *Renewing our communities*
- *Reviving our environment*
- *Reintegrating the region*
- *Releasing the human potential*

In order to give effect to the process, there is a need for LLM to localize the outcomes of the SGDS.

4.3.7. REINVENTING THE ECONOMY

The Zone of Opportunity

A developers was identified by the Council to develop the Zone of Opportunity.

. The following developments have been achieved thus far:

- *The construction of Multivac factory.*
- *Installation of bulk services.*
- *The construction of VW show room*
- *The construction of Heidelberg Regional Shopping*

The construction of another retail facility and hospitality centre is underway along the N3 corridor.



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Proposed Heidelberg Extension 24 (Showground Site) On Portion 92 of the Farm Langlaagte 186 IR & Portion 4 of the Farm Langlaagte 186 IR)

The proposed Heidelberg Extension 24 has been earmarked for an Industrial or Commercial township since the inception of the Land Development Objectives of 1997. The proposed township is ideally situated in relation to the station and the existing industrial areas such as BAT, Eskort and Heidelberg Extension 6. The Township is 30 Ha in extent and will consist of approximately 47 stands. The 47 stands will be made up of 43 Industrial/commercial stands, 1 Municipal stand housing the drivers testing area and 3 Public Open Space stands that accommodate the indigenous thorn trees in the area. The township has been registered & proclaimed already and available for investment opportunities.

THE TRANSNET BULK LIQUID TERMINAL

Transnet has started a construction of Bulk Liquid Terminal in Jameson Park along R42 Corridor. This project forms part of the Multi Product Pipeline from Durban to Heidelberg, which carries four products including petrol, diesel, aviation fuel and crude oil. The Bulk Liquid Terminal will serve as a storage point thereby ensuring that there is enough fuel in the inland.

THE VOPAK REATILE BULK LIQUID TERMINAL

The purpose of this project is to construct and operate an independent Fuel and Gas Storage and Distribution Terminal at Jameson Park.

Vopak Reatile will be constructing a 350 000 cubic metres of storage capacity in Heidelberg. This storage will be constructed in two stages. The first stage will construct 100 000 cubic metres and the second stage will be 250 000 cubic metres. All the necessary regulatory approvals have been received. The land has also been purchased.

This storage facility will employ about 1 000 people during construction. Construction will commence by June 2016. Construction will occur over a period of two and a half years. The final cost of the terminal is estimated at R2bn.

THE RATANDA SHOPPING COMPLEX

The purpose of this project is to construct and operate the shopping complex in Ratanda. The location for Ratanda Shopping complex is strategically situated in the key primary node, closer to R549 and Protea roads. The land is already proclaimed and zoned as commercial 2. It is also planned in accordance with the Node and Corridor Study commissioned by Lesedi Local Municipality to promote economic growth and development closer to the people. It was also identified as a key project to beautify Ratanda under the Neighbourhood Partnership Grant.

The Ratanda Shopping Complex comes at the most crucial moment where it is needed most to change the game and change the face and landscaping of Ratanda with its modern architectural features. It brings big players such as Shoprite, Build-it and many more commercial and entertainment for the people of Ratanda.

THE LESEDI TRANSIT HUB – TECINO

The developer has mobilised funding of about R4 bn : spreading throughout the Municipality including rural areas covering retail, logistics, industrial development amusement and property development.

THE SOUTHERN GATEWAY LOGISTIC HUB.

The Southern Gateway Logistical Hub is now formally known as Tambo Springs Logistical Hub and its first phase will begin in Ekurhuleni along the N3 corridor. The proposed development is located in between the N3 and R103 corridors (Tamboekiesfontein) and it can be directly accessed from the freeway through R550 corridor. The area measures approximately 550 hectares and ROD has been approved for the first 30ha, another 90ha has a pending ROD and a new EIA has to be processed for the remainder of this portion. IDC indicated that a minimum of 13 000 new (direct and indirect) jobs will be created by the new development and development will cost a minimum of R3 billion. Currently Transnet has now fully committed to developing the container terminal west of the N3 freeway in Ekurhuleni. The work on the project will commence within the next financial year (2015/16). Furthermore, Gauteng Province has appointed Ndodana Consulting Engineers to do the detail design of the K148/N3 interchange (where the Total Petroports are), and to supervise construction of such. Construction of this project, which will open up the areas directly abutting the freeway, is expected to commence in 2016.

GEDA, Gauteng Provincial Government, Gautrans and DED have all identified this project as of provincial and national strategic importance and they are in full support of it.

The primary significance of this logistic hub is to take off the bulk freight from the main ports of Richards Bay and Durban and break it into warehousing units so that it can be distributed to the inland in an efficient manner. Subsidiary benefit to this hub is to alleviate traffic congestion and help reduce associated road fatalities.

The envisaged project is comprised of the following establishments:

- Warehouses
- Commercial Offices
- Trucking stop and refueling station
- Container Depot
- Light Commercial Industries

THE INTEGRATED MEDICAL FACILITY

The Council has approved proposed development of an Integrated Medical Facility in the area North of Bergsig. This development is envisaged for the construction of a university hospital that will use alternative healing therapy based of eastern medicine and methods such as acupuncture and herbal cures.

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Meigui Developers have pledged to inject an amount of R7, 5 Billion for the construction of 600 beds hospital and the project is envisaged to create more than five thousand job opportunities for local communities.

Coupled to this project, the LLM has also approved the development of the Herbal Farm in Jameson Park which will grow and produce herbs for the hospital. The picture below shows Portion 18 (A Portion of Portion 7) of the farm Maraisdrift that has been earmarked for this development.



4.3.8. COMPREHENSIVE LOCAL ECONOMIC DEVELOPMENT STRATEGY AND POLICIES

The LED strategy was approved by Council in 2014 and it is currently at the implementation phase. A panel of service providers were also appointed in 2014 to assist the municipality in implementing the strategy. All the Development plans of the Municipality have been consolidated and will be used to lobby for funding. In addition, the Municipality has approved a number of policies aimed at enterprise development, extended public works program policy and informal trading.

It is also important to mention that the Municipality is participating in various forums and projects that are aimed at providing impetus to the challenge of LED and to name a few, the following are mentioned :

INTERVENTION	DEPARTMENT	REMARKS
Gauteng Manufacturing Sector Key Action Plan	Gauteng Department of Economic Development	Included into the LED strategy.
Development of the Gauteng SMME Policy Framework	Gauteng Department of Economic Development	Participating in the steering committee
Gauteng Tourism Development Strategy	Gauteng Tourism Authority	Part of the steering committee is to determine the establishment of the Regional Tourism Organisation.
MEC-MMC	GDARD	Issues of environment management and agriculture development are coordinated
Land Reform	Department of Rural Development and Land Reform	Part of the District Screening and Provincial Grants Approval Committees entrusted to evaluate and approve applications for land acquisition
Intergovernmental Relations Forum	Sedibeng District Municipality	IDP implementation and coordination issues are discussed and coordinated
Business Service	Gauteng Economic Propeller	Capacity building and funding for emerging business

INFORMAL TRADING

SALGA-Gauteng has been approached to assist with the informal trading policy which will be followed by the informal trading by-law. Law enforcement is one area that the Municipality is advised

to invest on to derail urban decay throughout. Areas like Devon and Viskuil will be prioritized in accordance with funding availability, however they are not excluded. Most informal traders in the area are not organized. The Municipality ends up being faced with the challenge of mobilizing them so as to address their issues

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adequately. Legislation makes this the prerogative of the private sector.

NODAL AND CORRIDOR DEVELOPMENT

In order to implement the Spatial Development Framework, Sedibeng Growth and Development Strategy, the Council, PLAN ASSOCIATES, a Town and Regional Planning company was appointed to develop the nodes and corridor development strategy for the Municipality. The study was completed in July 2009 and approved by the Council. Then it was circulated to all Provincial and National Sector Departments for support. It forms part of the twenty year vision of the Municipality. The study has identified twelve development nodes in the whole area of the Municipality. Over this period it is estimated that 39 573 job opportunities will be created if the nodes are developed to full potential. Development is anticipated to focus on the following activities:-

- *agriculture, land reform (agri-villages), and agri-processing;*
- *manufacturing (light industries);*
- *transport (freight and public transport facilities);*
- *residential development to create "critical mass" around certain nodes;*
- *provision of social/community services by way of one-stop Multi Purpose Community Centres (Thusong Centres); and*
- *tourism development. posals and applications in the area and at the same time promote rural development.*

NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT: LESEDI PRECINCTS

The Neighbourhood Partnership Grant Funded Project with the aim of improving development opportunities in the disadvantaged areas of Lesedi. The project is funded through National Treasury and implemented by Worley Parsons (incorporating Kwezi V3 Engineers.) as a technical assistance to the Lesedi Local Municipality in terms of the grant awarded to Sedibeng District Municipality.

The focus areas of the project are:

- *Heidelberg/Ratanda which is the core area and exhibits a typical apartheid town structure.*
- *Devon/Impumelelo which is a very small isolated core with no obvious comparative advantage and,*
- *Jameson Park which is a group of agricultural holdings with a much closer link to Nigel than to either Heidelberg or Devon.*

The following deliverables are to be achieved at the end of the contract:

- *Status Quo Report*
- *Household Survey*
- *Economic Analysis*
- *Urban Design Framework (for each Township)*
- *Township Regeneration Strategy*
- *Precinct Plan*
- *Project Plans*

PROGRESS TO DATE :

After consultation with the National Treasury, Worley Parsons was instructed to focus on the Ratanda precinct due to its potential to create economic and social benefits. The brief of the consultants was to be confined to the Precinct plan for Ratanda. The following plan was put together:-

Upgrading of Heidelberg Road, Protea Road & Boschoek Street

- *Upgrading of sidewalks and raised pedestrian crossings*
- *Taxi/ bus laybys*
- *Commuter bus/taxi shelters*
- *Lighting*
- *Signage and street advertising*
- *Landscaping*
- *Street furniture*
- *Public art gateway elements at the intersection of Heidelberg and Boschoek street*
- *Redevelopment of market stalls*
- *Taxi rank*

The plans in this regard are receiving consideration and as soon as a decision is taken, the process of implementation will unfold

4.3.9. REVIVING OUR ENVIRONMENT

Introduction

In terms of Section 24 (a) of the Bill of Rights in the South African Constitution (Act 108 of 1996), everyone has the right:

- *to an environment that is not harmful to their health or well-being; and*
- *to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that -*

- *prevent pollution and ecological degradation*
- *promote conservation; and*
- *secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.*

The Lesedi Local Municipality established an Environmental Management Unit as a component of its Planning and Development Department to ensure the integrity of our environment and biodiversity. Environmental impact

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management should play a more significant role in all spheres of society. The government through the Department of Environmental Affairs has adopted the Integrated Environmental Management (IEM) principles. IEM provides a suite of principles and tools to guide South Africa on a path to sustainable development. Although there are numerous and varied definitions of the term sustainable development, the common elements include the need to integrate social, economic and environmental features as well as to address intra- and inter-generational equity.

The South African National Environmental Management Act (NEMA, Act 107 of 1998) defines sustainable development as follows (section 1(1)(xxix)):

Sustainable development means the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure that development serves present and future generations.

The following principles underpin IEM: Accountability and responsibility; Adaptive; Consideration of Alternative options; Community empowerment; Continual improvement; Dispute Resolution; Environmental Justice; Equity; Global and Local Responsibilities; Holistic decision-making; Informed decision-making; Institutional co-ordination; Integrated approach; Polluter Pays; Precautionary approach; Rigour; Stakeholder engagement; Sustainability; and Transparency

Meeting the many challenges South Africa faces in achieving the goal of sustainable development requires co-operation between all spheres of government, community-based organisations, non-governmental organisations, researchers and academics, business and environmental practitioners. Constructive interactions between all of these stakeholders in the spirit of continual improvement will ensure that the country continues to play a leading role in developing and implementing innovative approaches to IEM.

TOOLS FOR IMPLEMENTING IEM PRINCIPLES

IEM principles can be realized through the application of one or more of a suite of tools, which are used by specialists to support decision-making. These include the following:

Screening:	Determines whether or not a development proposal requires environmental assessment, and if so, what type and level of assessment is appropriate.
Environmental Impact Assessment (EIA):	Aims to predict both positive and negative environmental impacts of a proposed project and find ways to reduce adverse impacts, shape projects to suit the local environment and present the predictions and options to decision-makers. This tool is designed to be project specific and site-specific, and not to be focused on strategic issues.
Stakeholder Engagement:	Engagement between stakeholders during the planning, assessment, implementation and/or management of proposals or activities.
Life Cycle Assessment (LCA):	The systematic analysis and evaluation of the environmental aspects of a product or service through all stages of its life cycle.
Environmental Auditing	A process whereby an organization's environmental performance is tested against numerous requirements, for example, clearly defined policies, legislated requirements and key performance indicators.
Environmental Accounting:	To identify, quantify and allocate the direct and indirect environmental costs and benefits of ongoing operations.
Technology Assessment:	Systematically examines the effects on society that may occur when a technology is introduced, extended or modified.
Cumulative Effects Assessment (CEA)	A systematic procedure for identifying and evaluating the significance of effects from multiple actions representing potential causes of impacts.
Cost-Benefit Analysis	Used by decision makers either to rank projects or to accept/reject them
Environmental Economics:	Helps identify the costs and benefits (negative and positive environmental impacts) not taken into account by economic agents (i.e. external costs).
Ecological and Environmental Footprinting:	Provides a measure of how much bio-productive area (i.e. land, water or air) a population would require to sustainably produce all the resources it consumes and to absorb the waste it generates, using available technology.
Risk Assessment	The definition of the probability and severity of an undesired effect, expressed in the context of associated uncertainties.
State of the Environment Reporting:	Used to highlight changes in the environment, the causes of those changes, and identify appropriate responses.

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Screening:	Determines whether or not a development proposal requires environmental assessment, and if so, what type and level of assessment is appropriate.
Indicators:	Evaluate and monitor the amount and direction of change occurring in the environment and whether developments or actions are operating at a sustainable level.
Sustainability Analysis	Aims to evaluate the extent to which an activity/business is aligned with the principles of sustainable development and contributes to sustainable development
Strategic Environmental Assessment/Environmental Management Framework	Used tool for determining the environmental implications of decisions made at a policy, plan or programme level.
Eco-labelling	To describe an officially sanctioned scheme in which a product may be awarded an ecological label based on an acceptable level of environmental impact and responsible management.
Scenario Analysis	Assesses the future implications of current environmental problems or the future emergence of new problems.
Sustainability Reporting	An organisation's public account of economic, environmental and social performance in relation to its operations, products and services – i.e. the triple bottom line.
Environmental Management Systems (EMS):	Provide guidance on how to manage the environmental impacts of activities, products, and services.
Environmental Policy	Details an organisation's aims and principles of action with respect to the environment including compliance with all relevant regulatory requirements.
Environmental Management Plan (EMP)	Form part of an EMS and specify how an activity is to be managed to minimize potential impacts on the environment and enhance benefits, throughout the life cycle of the activity.

It is therefore critical that prior to any development, the environmental impacts associated with the activity are identified and mitigation measures are introduced to deal with those impacts.

Environmental Management Legislative Framework

Environmental legislation is essential for promoting environmental sustainability, both as a source of guidance and as a source of enforcement. The success of legislation and policies depends on enforcement and action at all levels in society, from governmental organisations through to civic engagement and environmental activist groups.

Constitution of the Republic of South Africa 1996 provides the overarching legislative foundation for environmental management in South Africa

Mineral and Petroleum Resources Development Act 28 of 2002 and Regulations provides for equitable access to and 'sustainable development' of the nation's mineral and petroleum resources.

National Environmental Management Act 107 – 1998 provides for co-operative environmental governance based on the principles that everyone has the right to an environment that is not harmful to his or her health or well-being, and enabling the administration and enforcement of other environmental management laws.

Specific Environmental Management Acts:

National Environmental Management: Biodiversity Act (10 of 2004): supports conservation of plant and animal biodiversity, including the soil and water upon which it depends.

National Environmental Management: Protected Areas Act (57 of 2003, amended No. 31 of 2004): supports conservation of soil, water and biodiversity.

National Environmental Management: Integrated Coastal Management Bill (2008) (and amendments): supports integrated coastal and estuarine management system to promote conservation of the coastal environment, maintain natural coastal landscape and seascape attributes, and ensure that development and use of natural resources within the coastal zone is socially and economically justifiable and ecologically sustainable.

National Environmental Management: Air Quality Act (39 of 2004) Air Quality Act (39 of 2004) replaces the Atmospheric Pollution Prevention Act (No. 45 of 1965).

National Environmental Management: Waste Act (59 of 2008): aims to prevent pollution and ecological degradation, thus protecting the environment and our health.

National Heritage Resources Act 25 – 1999

National Water Act 36 of 1998: promotes the protection, use, development, conservation, management, and control of water resources in a sustainable and equitable manner.

National Forests Act (84 of 1998): supports sustainable forest management and the restructuring of the forestry sector, as well as protection of indigenous trees in general.

Environment Conservation Act (73 of 1989): the previous primary framework Act, this has been replaced by the National Environmental Management Act (above).

Conservation of Agricultural Resources Act (43 of 1983) (CARA): supports conservation of natural agricultural resources (soil,

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water, plant biodiversity) by maintaining the production potential of the land and combating/preventing erosion; for example, by controlling or eradicating declared weeds and invader plants.

Atmospheric Pollution Prevention Act: replaced by the NEMA Air Quality Act (above).

Hazardous Substances Act (15 of 1973): supports the control of hazardous substances which may cause injury or ill-health or death.

Fertilizers, Farm Feeds, Agricultural Remedies Act (36 of 1947) - enforced by Dept of Agriculture, Forestry and Fisheries: for the registration and regulation of fertilizers, farm feeds, agricultural remedies, stock remedies, sterilizing plants, and pest control operators and their importation, sale, acquisition, disposal, and use

Mountain Catchment Areas Act (63 of 1970) - summary: supports conservation, use, management and control of land (including soil, water and plant biodiversity) in mountain catchment areas. Provided for under NEMA (above).

Fertilizers, Farm Feeds, Agricultural Remedies Act 36 of 1947) - enforced by Dept of Agriculture, Forestry and Fisheries: for the registration and regulation of fertilizers, farm feeds, agricultural remedies, stock remedies, sterilizing plants, and pest control operators and their importation, sale, acquisition, disposal, and use

Agricultural Pests Act (36 of 1983): control measures over plants and for the prevention of plant diseases (agricultural pests).

Development Facilitation Act (67 of 1995) (South Africa): supports reconstruction and development while adhering to general principles governing land development.

Environmental Impact Assessment Regulations (R3877 of June 2010): procedures to be followed when an application has been lodged with the relevant authority to conduct a proposed activity, including preparation of a scoping report (regulation 6) by an independent consultant, a 'full' environmental impact assessment and alternatives identified (depending on likelihood of any detrimental effects), and environmental issues identified in the scoping report (regulation 7).

Genetically Modified Organisms Act (15 of 1997): supports responsible development, production, use and application of genetically modified organisms; to ensure that all activities involving the use of genetically modified organisms (including importation, production, release, and distribution) shall be carried out in such a way as to limit possible harmful consequences to the environment.

Hazardous Substances Act (15 of 1973) (South Africa): to control substances that may cause injury, ill-health, or death through their toxic, corrosive, irritant, strongly sensitizing or flammable nature, or by the generation of pressure.

Mine Health and Safety Act (29 of 1996, amended 1997): supports the identification of hazards and the elimination, control, and minimization of risks relating to health and safety in mines.

National Heritage Resources Act (25 of 1999): supports an integrated and interactive system for the management of national

heritage resources, including supports soil, water and animal and plant biodiversity.

National Veld and Forest Fire Act: protects soil, water and plant life through the prevention and combatting of veld, forest, and mountain fires.

Nuclear Energy Act (46 of 1999): sets out the Minister's responsibilities regarding source material, special nuclear material, restricted material, radioactive waste, and the storage of irradiated nuclear fuel.

Water Services Act (108 of 1997): provides a regulatory framework for local authorities to supply water and sanitation services in their respective areas.

Promotion of Access to Information Act (2 of 2000)

Promotion of Administrative Justice Act (3 of 2000)

King III Report: a report that promotes ethical considerations of socio-economic and environmental concerns, through a focus on leadership, sustainability and corporate citizenship.

Agenda 21 (international): a comprehensive plan of action to be taken globally, nationally and locally by organizations of the United Nations System, Governments, and Major Groups in every area in which human impacts on the environment.

The Gauteng Province State of Environment Report

The structure of the Gauteng State of the Environment Report provides a clear indication of priority environmental issues and concerns within the province. This structure also largely corresponds with the key environmental issues identified in the Gauteng Environmental Implementation Plan.

Key Environmental Issues	Specific Indicators
Social	Demographic Dynamics Education Employment Health Poverty Basic Services
Land	Land Use Land Condition – High potential agricultural land Land Condition – Soil loss Land Condition – Vegetation condition Land Condition – Land degradation Land Condition – Soil contamination
Water Resources	Surface water quality Groundwater quality Ecological status of rivers Eutrophication of water bodies
Air Quality	Climate change Ambient air quality levels of priority pollutants
Biodiversity	Species diversity Red data species per taxonomic group Habitat change – Condition of ridges Habitat change – Condition of wetlands Habitat change – Condition of vegetation types Habitat change – Protected Areas Habitat change – Alien invasion
Waste Management	Waste generation

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- o Service delivery
- o Waste disposal

These issues and indicators can be used to generate environmental key performance indicators for the municipality in order to ensure that the principles of EMI and Sustainable Development are promoted and become part of the municipality's strategy. It is apparent then that no development should proceed within the municipality without the prior consultation with the Environmental Management Unit of the Development and Planning department.

The above issues and other relevant provincial and national policies on Sustainable Development and environmental management give effect to the five overarching themes which the IDP should focus on with regard to IEM, namely:

Theme 1	Sustainable infrastructure provision and development and use of natural resources
Theme 2:	Ecological integrity and protection of biodiversity
Theme 3	Management of development impacts
Theme 4	Integrated planning and cooperative governance
Theme 5	Environmental capacity building, awareness and empowerment

SPECIAL PROJECTS FOR THE ENVIRONMENTAL MANAGEMENT

LONDINDALO ALIEN VEGETATION ERADICATION PROJECT

Background of Londindalo Alien Vegetation Eradication Project (LAVEP)

The Londindalo Alien Vegetation Eradication Project (LAVEP) was initiated in 2006 as a community based project aimed at providing employment opportunities while also preparing the beneficiaries to start their own enterprises.

Since its initiation the project has trained over 100 people in alien plant eradication methods. At the moment 58 beneficiaries are employed on a temporary basis and the teams are spread in two farms within the municipality: Boschoek in the North of Ratanda and Uitkyk in the north east. The project funding is obtained from The Gauteng Department of Agriculture and Rural Development (GDARD).

As part of the initial exit strategy the municipality assisted the beneficiaries to open cooperatives to develop a culture on entrepreneurship among the beneficiaries. However, the GDARD has secured further funding to develop a well-planned exit strategy that will be implemented across all alien plant eradication projects under their management. When the strategy has been finalized, the beneficiaries will then have a suite of options to assist them in exiting the project and establishing their own businesses.

The project is implemented according to the Working for Water principles and is managed under the Environmental Sector of the Expanded Public Works Program.

The aims of the projects are to:

Contribute to conservation of natural resources through control and eradication of alien vegetation.

Assist in poverty alleviation through job creation and skills development.

OBJECTIVES

Enhance water security

Restore agricultural capacity and security

Improve the ecological integrity of natural systems

Maximize social and economic benefits

Promote appropriate land use and rehabilitation of cleared areas

Protect and restore biodiversity

Create jobs and develop skills to alleviate poverty

Co-operative governance

The project has enhanced cooperative governance between all spheres of government and partnership between public and private sector.

PROJECT PROFILE

In terms of socio economic the project has created 58 jobs opportunities. Of 58 jobs created: 69% are women and 31% are males youth, 78% youth and 6% are physically challenged. The project has had a very positive impact on the community because of the job opportunities that have been created as well as skills and training offered. The beneficiaries have been trained on various aspects such as chainsaw operation, herbicide application, finance management, life skills, firefighting and first aid. All training was offered by accredited service providers.

LAVEP has won the several awards in the past including the 2008 Kamoso award as the best provincial environmental project.

HEIDELBERG ECO-FURNITURE FACTORY

The Eco Furniture factory is the initiative of SANPARK whose aim is to eradicate the alien trees and produce furniture for schools and other sectors. The project is situated in Jameson Park next to Transnet Bulk Liquid terminal. LLM, DPW and DEA are key stakeholders in this project. There 166 people currently employed at the factory. The project has also empowered about 10 SMMEs contractors that supplies the factory with the raw material for making furniture. Over R10m has already been spent in the upliftment of the SMMEs contracted.

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BEAUTIFICATION OF RATANDA

The implementation phase of the project (GP- Beautification of Ratanda, was started on the 1st of July 2015 and is scheduled to be completed on the 30th June 2016. The aim of the project is Beautification of Ratanda in Lesedi Local Municipality through development of park and beautification of township entrances. Employment: Female: 33, Male:35, Youth: 44/68

This project is funded by the Department of Environmental Affairs(DEA) with an amount equivalent to R6m. Currently about R900k has been utilized.

RENEWABLE ENERGY PROJECT

Manure and Biogas to Gas, Power and Clean Water: Earth Sea Corporation Technology will own and operate the plant at Karan Beef Estate. Licenses are being sought for air quality, waste management and water. Jobs will be created and skills transferred. A formal report will serve before the Council in due course.

BONTLE KE BOTHO

The provincial government conceived the Bontle ke Botho (BkB) idea after the 2002 World Summit on Sustainable Development (WSSD) held in Johannesburg. The BkB campaign is aimed at promoting environmental awareness and conservation among local communities and schools.

This Clean and Green Campaign brings about competition amongst schools, Wards and Municipalities, with the best performing School, Ward or Municipality rewarded to further their greening campaigns.

The Gauteng Department of Agriculture and Rural Development (GDARD) through BkB, rewards local initiatives that address the environmental challenges experienced by most wards in Gauteng. BkB also supports these initiatives:

- *water conservation*
- *energy efficiency*
- *sound waste management practices*
- *sustainable agriculture and*

- *Greening initiatives in the wards and schools.*

Since the inception of the BkB Campaign, most Wards in the municipality have been active in environmental projects and their efforts were rewarded by GDARD.

BkB requires that Ward Councilors, in partnership with Community Development Workers (CDW) and Ward Committees, prepare Environment Management Plans (EMP) for their Wards as the first step in showing the intent of taking part in the campaign. The Environment Management Plan is used by GDARD to determine the types of projects taking place in different Wards and is also used to determine plans that the Ward Councilor has for future projects and spending of the prize money.

The prize money won by the wards can only be used to expand or sustain existing projects and / or start new environmental or agricultural projects in the wards.

ENVIRONMENTAL MANAGEMENT IMPACT REPORT

Prospecting and Mining

The municipality has received many applications for the prospecting of gold, iron ore, tailings facilities coal and sand. The applicants submit an Environmental Management Plan according to the MPDR as administered by the Department of Mineral Resources.

Housing Developments

Several proposed developments have recently been awarded environmental authorization in the form of Records of Decision (RoD). These include:

The Langzeekoegat Rural Housing Development

The Sedaven township establishment.

Education and Awareness

The Environmental Unit has embarked on a greening project that aims to instill a culture of green living through projects like tree planting, awareness and education for school learners, the public and developers.

4.3.10. RELEASING THE HUMAN POTENTIAL

The Council benefited through acquiring commonage to address the land question to those who cannot afford so as to discourage backyard farming in residential areas. A working arrangement to draw social partners has been forged with AFGRI-SA who is helping with funding for crop cultivation on the commonage. 520 hectares are at this disposal.

A trust is in place to manage this development. Due to challenges that LLM has faced with agriculture-related projects and lack of capacity, a process is currently underway to acquire a service provider with agricultural expertise to assist LLM with a turn-around strategy to boost agricultural development in the area and this could also take the form of a Memorandum of Understanding

with commercial farmers and their organization. The Municipality has appointed the agricultural expert that will to address the above mentioned challenges.

The Youth Advisory Centre, GEP, satellite office for the Department of Land Affairs is typical examples.

Poverty alleviation in the form of food security and Homestead gardens projects are being initiated with the help of GDARD.

Lesedi Local Municipality introduced special projects to alleviate poverty.

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RATANDA FARMERS CO-OPERATIVE:

This poverty alleviation project has five beneficiaries, and is located on Portion 28 Boschhoek 358 IR in Ratanda. It was initiated by the Eastern Gauteng Services Council in 1996. Two broiler houses with equipments were installed during the 2007/08 financial year.

Water is scarce and the need for drawing it from the Blesbokspruit was identified to diversify with vegetable or crop farming.

Poultry houses were erected through the Council's budget and Gauteng Department of Agriculture, Conservation and Environment.

BOPHANI IZIDWABA MAKHOSIKAZI

- The project is based in Ratanda Extension 8, and has 6 beneficiaries. It is located on a land that is 4 hectares in extent. The infrastructure on the land entails potable water, electricity, office, poultry structure (broiler house), bush-cutters, spades, hoes containers and enviro-loo's. Bophani is jointly managed by the beneficiaries, Gauteng Department of Agriculture, Conservation and Environment and Lesedi Local Municipality Project has been expanded with two hectares.*
- Additional portion of 300m has been fenced through funds from Council.*
- A broiler unit for layers has been added to the project through funds from GDARD.*
- 300litre Deep freeze was purchased through project funds.*
- Irrigation system is in place/installed through funds from GDARD.*
- The old broiler unit has been revamped through funds from Council.*
- The job creation fund is over the past five committed R150 000 to the project which has not yet been deposited into the account. Finding avenues in the form of applications to rand water, foreign embassies and BAT have been done. The GDARD is providing extended support to the project. Illegal entity in the form of Agricultural Primary Cooperatives has been registered.*

INGQAYIZIVELE SMALL-SCALE FARM (NOW KNOWN AS HLWANYELA PRIMARY COOPERATIVES)

The project is located on the farm Nooitgedacht in Devon. The project focuses on poultry farming, hydroponics farming and nursery. The total number of beneficiaries is 20 and all of them reside in Impumelelo. Training has been provided in the form of National Occupational Safety Act and Running a Cooperative. The council and GP have funded the training. This co-operative also benefitted from Corporate Social Investment (CSI) done by Lateral Unison and they received R 20 000.00 from this initiative. They used this money to revive the vegetable production project within the farm. This co-operative has received support from the Gauteng Department of Agriculture and Rural Development (GDARD), DRDLR, the National Development Agency (NDA) and the Municipality. The project does well while receiving support but

once the funders are gone the project experiences financial difficulties since it has that it depends on government support for its sustainability.

THUTHUKANI AGRICULTURAL PROJECT

The project is predominantly vegetable farming, and is located on a council-owned plot in Vischkuil. The infrastructure on site entails two containers, irrigation system, water tank, chairs, spades, hoes and tables (equipment). Presently the project is dormant, beneficiaries are no longer on site and the equipment & infrastructure have been vandalized and prospects of riving it are been devised.

COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME .

Devon also known as Ward thirteen is one of the four sites in Gauteng where the CRDP program is piloted. Institutional mechanisms are in place to ensure that sustainable development takes place in the area in the form of the Council of Stakeholders and Steering Committee. The two structures represent communities, business and government (vertically and horizontally). It has translated into various visible community projects where schools were refurbished (Nomnenkani Primary, Zikhethle Secondary and Sithembiso Primary), agriculture projects were revived (Hlwanyela Agricultural Primary Cooperative), Ingqayizivele Sewing Cooperative, human settlement (Impumelelo Extension2 and Extension 3 : at EIR level.

An amount of R15 million has been jointly budgeted by the Department of Rural Development and Land Reform (R12million) and Lesedi Local Municipality (R3 million) to develop roads in Impumelelo.

The Gauteng Department of Agriculture and Rural Development has commissioned a feasibility study that came out positively where land on the remainder of portion 40 of the farm Nooitgedacht will be subdivided and rezoned after the conclusion of the Environmental Impact Report for the development of a tannery and an incubation park on stand 392 in Devon. A professional team will be appointed to execute this planning activity. It is critical to mention the refurbishment of the stadium in Impumelelo through the grant that came from the Lotto Distribution Fund.

POULTRY VALUE CHAIN PROJECT

Farm portion owned by the National Government was earmarked and a request was made to DRDLR to assist with the acquisition of this farm and once this succeeds this project would be developed in that farm portion. The description of the farm is the Remaining Extent of the farm Zeerkry 292 IR and is 56 hectares in size. Eggs, broilers, hatchery and abattoir are commodities envisaged in this project.

JAMESON PARK COMMONAGE

The LLM has leased about 495ha of land to three (3) cooperatives at the Jameson Park Commonage for crop production. This is the first season that these co-operatives and they have planted maize, however, this coincided with the drought that was experienced

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this season, the late summer rain was welcomed by these co-operatives and now they are just waiting to see what yield they will get this season. The lease agreement was signed around November 2015

EXTENDED PUBLIC WORKS PROGRAMME

In order to create an alignment with the National vision of creating job opportunities to the extent as spelled out in the Provincial and National targets, the LLM approved the policy to promote the extended public work programme in 2012/2013. The following are the principles of focus:-

- *Identification of suitable infrastructure construction projects*
- *Appropriate design for labour intensive construction*
- *Introduction of tender and contract documentation suitable for small contractors and the use of labour intensive methods of construction*

- *Introduction of monitoring mechanism to monitor training and labour statistics*
- *Promote the training of consultants in design methods supporting labour intensity*
- *Support training of supervisory staff in labour intensity*
- *Employment of labour (preferably from the local project area)*
- *Implementation of learnerships and skills programmes for Labour Intensive construction*

This policy is being reviewed to entail other expertise beyond infrastructure projects to include Community Home-Based Care, Environment Management, Sports, Recreation, Arts and Culture and Economic sectors. A web based reporting system has been set up to allow Municipalities to provide report quarterly on EPWP opportunities. Over and above the latter a Provincial task team has been set up within the auspices of the Department of Infrastructure Development to assist with the implementation of this programme. The programme has got another leg that focuses on the aspect of contractor development

4.2.11. SPATIAL AND LAND USE

Lesedi Local Municipality can be described as a primarily rural area, with the major urban concentration located in Heidelberg/Ratanda, which is situated along the N3 freeway at its intersection with Provincial Route R42, east of the Suikerbosrand Nature Reserve. Devon/ Impumelelo, which is situated on the eastern edge of the Municipal area, abutting the N17 freeway on the north, is a significant rural settlement, while Vischkuil/ Endicott east of Springs abutting Provincial Route R29 is a smaller rural centre. Jameson Park is an isolated residential area abutting Route R42 between Heidelberg and Nigel.

The rest of the municipal area is taken up by commercial farms, with agricultural holdings situated in places.

AGRICULTURE, LAND REFORM AND FOOD SECURITY

Commercial agriculture takes up the largest area within Lesedi – 142053 ha of land (95% of the study area). Agricultural activity in the municipality is dominated by large scale commercial farming operations (crop production including maize, grain, sorghum, wheat, soya and dry beans, ground nuts, sunflower seeds and vegetables, and animal production including milk, beef, mutton and lamb, eggs and poultry). Lesedi is a very important resource to Gauteng in terms of food production, and this fact should be taken into consideration in the future planning of the area.

The performance of the agricultural sector is very dependent on climatic conditions and may fluctuate from year to year. The agricultural sector does however present opportunities for downstream economic activities and job creation in terms of further processing of agricultural produce (e.g. Karan Beef, Eskort, and Mancho Ranch all of which create opportunities within Lesedi). 60% of the area is agricultural (Gauteng Agriculture Development Strategy).

The challenges to Land Reform centre around funding, proper planning (Area Based Plans), access to information, absence of rural development strategy to counter urban sprawl, pricing of properties, alignment of food security and small farm development initiatives to economic development.

MINING SECTOR

MINING-RELATED LAND USES

Gold mining did take place in the study area in the past, however due to the uneconomic nature of the remaining reserves; gold mining stopped a number of years ago. A number of old shafts are located in the study area, east of Heidelberg and south of Nigel. The most important of these are the old Witwatersrand / Nigel Gold Mine situated ±3km south of Jameson Park east of Heidelberg, and the vertical shaft in the "Heidelberg Zone of Opportunity" between Heidelberg and Bergsig.

The following are the three slimes dams with a total area of 540 ha (0.4% of the total study area) are located in Lesedi:

- *A major slimes dam abutting National Road N17 on the south, to the west of Vischkuil/Endicott, on the boundary of the study area;*
- *A smaller slimes dam at the old Witwatersrand / Nigel Gold Mine south of Jameson Park; and*
- *An old, partially rehabilitated slimes dam east of Rensburg and the N3 freeway, south of the Heidelberg Airfield.*

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Extraction of industrial mineral deposits in Lesedi includes the following:

- *Building sand (silica) quarries in the southwestern and southern parts of Lesedi, mostly in low-lying areas close to watercourses;*
- *Shale / brick clay quarries northeast of Ratanda, northeast of Rensburg and north of Vischkuil;*
- *Refractory / fireclay quarries in the southern part of Lesedi east of Heidelberg; and*
- *Stone aggregate quarry adjacent to the old Witwatersrand / Nigel Gold Mine.*

The following mining companies are found in Lesedi:

Gold Mines: Witwatersrand Nigel, West Spaarwater, East Daggafontein;

Industrial Minerals: Blesbokspruit Alluvial Gravels, R. Sand, Summit Sand Quarry, Conaf, Greycor, DG Sand Quarry and Wits Nigel Quartzite Quarry,

Recent developments in Heidelberg shows a lack of appreciation for the significance of the town and guidelines must be put in place for future growth and development.

AGRICULTURAL HOLDINGS AND SMALL FARMS

Agricultural holding areas within Lesedi have a total area of ±6473 ha (4, 5% of the study area) and include the following:

- *Vischkuil / Endicott Agricultural Holdings, abutting Provincial Road R29 between Springs and Devon in the northern part of the study area;*
- *Hallgate Agricultural Holdings, abutting Provincial Road 550 east of Nigel;*
- *Blue Valley Agricultural Holdings south of Mackenzieville in Nigel;*
- *Bothasgeluk Agricultural Holdings, abutting Provincial Route R51 southeast of Nigel;*
- *Kaydale Agricultural Holdings, abutting Jameson Park on the northwest;*
- *Spaarwater Agricultural Holdings, abutting Provincial Route R23 in the north-western part of the study area;*
- *Heidelberg Agricultural Holdings, abutting Provincial Route 549 south of Shalimar Ridge;*
- *Eendracht Small Farms, abutting Provincial Route R23 between the Spaarwater Agricultural Holdings and the N3 freeway;*
- *Zonnestraal Small Farms, between the Spaarwater Agricultural Holdings and Duduza;*
- *Boschfontein Small Farms, abutting Provincial Route R42 west of Jordaans Park; and*
- *Heidelberg Agricultural Holding, which is located to the south of Shalimar Ridge.*

Diverse land uses are found on the agricultural holdings, ranging from rural residential, through small scale farming to extensive, informal industrial and commercial activities. A relatively large proportion of the agricultural holdings are vacant.

4.3.12. TOURISM DEVELOPMENT AND MARKETING

A comprehensive strategy in this regard is pending. The area is endowed with a potential that can turn development and growth around. Personnel capacity is another area that the Municipality needs to invest on so as to mobilize and facilitate development and growth.

In order to boost tourism growth, the Gauteng Tourism Authority has initiated a project geared towards identifying tourism needs to realize the objective of job creation and economic development. Provincial Government has decided to incorporate local initiatives and plans into the broader scheme of planning for tourism in the whole Province. This was coined to be known as the Tourism Portfolio or Investment Portfolio for the Gauteng Province.

Numerous projects were submitted to facilitate the growth of tourism in the area of Lesedi Local Municipality. The detailed list is available in the Gauteng Tourism Portfolio document but for the sake of this review it is important to mention projects that are currently receiving attention where the GTA has appointed

consultants to conduct feasibility report. Such projects entail the revival of the Round Fourteen Pleasure Resort, the Kudung Lodge and Conference Centre (though falling under Midvaal but has impact on the economy and tourism potential of Lesedi Local Municipality), Suikerbosrand Nature Reserve Turnaround strategy and the establishment of Visitor information centres.

Over and above these developments, Sedibeng District Municipality has registered a company known as the Sedibeng Tourism Organisation with the Companies, Intellectual Properties Commission whose responsibility is to drive and manage tourism in the region. The community of Lesedi Local Municipality has a challenge to align itself with this development through the mobilization of the community sector and the private sector to for its own associations that will culminate into the Lesedi Local Tourism Organisation. The latter will be in a position to articulate the interest of the community at the level of the District Tourism Organisation.

Section B: Situational Analysis

4.4. KPA4. FINANCIAL MANAGEMENT AND VIABILITY

4.4.1. OVERVIEW OF THE BUDGET PROCESS

Various consultation processes were held with stakeholders in March 2015 at public participation engagements, for the municipal tariffs. Furthermore, engagements were held to discuss the IDP

priorities and budget formulation and implementation. The municipality considered National Treasury's budget circulars for guidance in terms of the budget preparation.

BUDGET ASSUMPTIONS

National Treasury issued MFMA/Budget Circulars 72 and 74 indicating information relevant in the compilation of the 2014/15 budget. The following CPI's were used to project expenditure for the 2015/16 financial year as well as the two subsequent years:

Item	2015/16	2016/17	2017/18
Salaries	6.8%	6.5%	6.3%
General expenditure	5.8%	5.5%	5.3%

There has been an increment of 8,06% on electricity bulk purchases and 8,1% on water bulk purchases. The said projections were used to forecast revenue from services as well as to determine tariff increases for the 2015/2016 financial year. Tariff increments are discussed below.

The said circular advises municipalities to give attention to several areas of concern, among others:

- *Revenue management*
- *Collection of outstanding debt*
- *Pricing services correctly*
- *Under-spending on repairs and maintenance*
- *Spending on non-priorities*

Division of Revenue Act 2013 has been issued, advising on the allocation of revenue raised nationally to other government spheres. It is outlined in the said Act, that the Lesedi's allocation for equitable share is estimated at R64 million, indicated in Division of Revenue Act, 2012 (DoRA, 2012), while Municipal Infrastructure Grant is estimated at R25 million. The proposed allocation has a significant impact on the municipality's fiscal position and its commitment to meeting its set objectives.

COST CONTAINMENT MEASURES

In MFMA Circular No. 70 municipalities were strongly advised to take note of the Cabinet resolution of 23 October 2013 by which all national and provincial departments, constitutional institutions and all public entities are required to implement cost containment measures with effect of January 2014. The cost containment measures must be implemented to eliminate waste, reprioritize spending and ensure savings on six focus areas namely, consultancy fees, no credit cards, travel and related costs, advertising, catering and event costs as well as costs for accommodation. Municipalities were subsequently strongly urged to take note of the cost containment measures as approved by Cabinet and align their budgeting policies to these guidelines to the maximum extent possible.

Although it's acknowledged that local government is autonomous in its strategy formulation (IDP) and setting of budget appropriations, local government remains a sphere of government and must therefore align itself to the maximum extent possible to that of national and provincial government. In this regard in terms of section 62(1) of the MFMA the accounting officer of the municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure:

- *That the resources of the municipality are used effectively, efficiently and economically;*
- *That full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards;*
- *That the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control; and of internal audit operating in accordance with any prescribed norms and standards; and*
- *That unauthorized, irregular or fruitless and wasteful expenditure and other losses are prevented.*

It's within the spirit of cooperative governance and intergovernmental relations that all accounting officers take note of the cost containment measures and adopt similar measures as part of their municipal budgeting processes. In this regard, previous MFMA Circulars provide guidance as to what is considered as non-priority spending. As part of the annual 2013/14 and 2014/15 audit process the Auditor General will be required to verify if municipalities have adhered to the Cabinet Decision with regard to this matter.

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OVERVIEW OF ALIGNMENT OF THE BUDGET WITH THE IDP

The strategic objectives as per the draft IDP would be addressed by the budget. A reconciliation of the IDP strategic objectives and the budget are being populated in the budget supporting tables

SA4 (revenue), SA5 (operational expenditure) and SA6 (capital expenditure).

MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

MFMA Circular 13, advises municipality to formulate the Service Delivery and Budget Implementation Plans (SDBIP), after adoption of the budget. The draft SDBIP will be informed by the approved budget and will be tabled to the Executive Mayor 14 days

after approval of the budget, while the final SDBIP will be signed by the Executive Mayor within 28 days of approval of the budget, as legislated.

FUNDING OF THE BUDGET

In terms of section 18(1)(a)(b)(c) of the MFMA, an annual budget may only be funded from realistically anticipated revenues to be collected; cash-backed accumulated funds from previous years'

surpluses not committed for other purposes; and borrowed funds, but only for the capital budget referred to in section 17(2).

TARIFFS INCREASES

It is well understandable that the municipality's ability to fund its operations is also based on its own generated revenue. MFMA circular 58 advises municipalities to apply cost-reflective tariffs. The following tariff increments are proposed to be effected in the 2016/17 financial year.

Water	12.9%
Sanitation	12.9%
Refuse	6%
Other income	6%

Assessment Rates	6%
Electricity	7.68%

The electricity tariff application is in line with NERSA's guidelines and as a result should be approved by them. The number of households receiving services has been populated in Table A10.

4.4.2. REVENUE

Proposed revenue for the 2016/17 financial year is as follows:

Description		Budget 2015/16 R'000	Draft Budget 2016/17 R'000	Weighting
Property rates		68,533	89,741	15%
Service charges- electricity revenue		236,278	258,453	43%
Service charges – Water revenue		71,562	78,173	13%
Service charges – sanitation revenue		19,413	23,709	4%
Service Charges -refuse revenue		22,706	27,354	5%
Transfers recognized		92,489	100,540	17%
Other revenue		6,231	20,143	3%
Total		527,450	598,113	100%

The largest revenue items are electricity at 43%, grant income at 17% and water sales at 13%. The three items generate 84% of the revenue of the municipality.

Detailed information including the 2016/2017 and 2017/2018 outer years is also reflected by Table A4 of the budget tables as well as the supporting tables SA1 and SA25 (breakdown per month). Table A2 gives breakdown per General Finance Statistics (GFS) classification and Table A3 gives the breakdown per cluster.

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4.4.3. EXPENDITURE

Proposed expenditure for the financial year is as follows:

Description		Budget 2014/15 R'000	Draft Budget 2015/16 R'000	Weighting
Employee costs		120,180	156,949	27%
Councilors remuneration		8,694	8,758	1%
Debt Impairment		57,090	58,295	10%
Depreciation		44,054	38,026	6%
Bulk purchases: Electricity & Water		207,281	223,929	39%
Repairs and maintenance		18,557	19,652	3%
Other expenditure		67,674	80,202	14%
Total Expenditure		530,225	585,811	100%

The largest expenditure items are bulk purchases at 31%, employee related costs at 27% and other expenditure at 14%. The three items make up 72% of the expenditure of the municipality.

Detailed information including the 2016/2017 and 2017/2018 outer years is also reflected by Table A4 of the budget tables as well as the supporting tables SA1 and SA25 (breakdown per month). Table A2 gives breakdown per General Finance Statistics (GFS) classification and Table A3 gives the breakdown per cluster.

4.4.4. CAPITAL BUDGET

The Capital Budget amounts to R53, 145 and is funded as follows:

Description	Draft Budget 2015/16 R'000	Weighting
National Government funded	R40,843	77%
Lesedi L.M. (own funded)	R12,302	23%

TOTAL	R53,145	100%
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The capital list for the 2015/16 financial year amounting to R53, 145 is attached as per supporting table SA36. Further breakdown of the Capital budget per vote and department is given in Table A5.

CASH FLOW EFFECT OF THE BUDGET

The cash flow impact of the proposed 2015/16 Annual Budget is as follows:

Description	Amount (R'000)
Income	
Property rates and service charges	373,081
Interest earned on service debtors	3,760
Grants received	120,258

Description	Amount (R'000)
Total cash receipts	497,099
Expenditure	
Suppliers and employees	431,069
Finance charges	6,084
Total cash payments	437,153
Total cash surplus	59,947

Budgeted cash flows are indicated in Table A5. A breakdown per month of the projected cash flow is recorded in supporting table

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SA30. A provision for doubtful debts of 15% of billings has been made as reflected under 'funding of the budget' above.

4.2.5. SUPPLY CHAIN MANAGEMENT

The Council policy contains the following fundamental aspects:

- *Adherence to the Constitutional expectations regarding the procurement system*
- *Adherence to the Preferential Procurement Policy Framework Act*
- *Adherence to the Municipal Finance Management Act*
- *Adherence to delegation of powers as per requirements of the law:*
- *All bid committees being fully functional, namely Bid Specification, Bid Evaluation and Bid Adjudication*
- *No councilors serve on these committees, as prescribed by the Municipal Finance Management Act (MFMA) (Act 56 of 2003)*

The Council established a Supply Chain Management unit in finance is directly accountable to the Chief Financial Officer.

Over 600 suppliers have already completed the supplier registration forms that are daily updated on our suppliers system. Acquisition is informed by operational budget practices and principles such as; use of the stores section incorporating logistics and disposal management.

Demand management manifests via the Integrated Development Plan and operational budgeting exercises. Risk Management is done by the Management Accounting Section focusing on assets, fleet management for vehicles, Information Technology section for information storage and backup system in the Management Support Services department.

4.4.6. INVESTMENTS

External investments are made according to the investment policy of the Council.

4.4.7. INDIGENT POLICY

The Council's indigent policy is implemented to assist the poor households, which cannot afford the services rendered. The households receive 50 KW electricity and 6 Kiloliters of water free, and in addition an amount equivalent to basic charges per

household per month is credited to their account in order to assist them with refuse, assessment rates and sewerage. All outstanding arrears at the date of approval of indigent status were written off.

4.4.8. BILLING OF DEBTORS

The Council has strict controls regarding the timeous issuing of debtors statements for services rendered to its consumers. As a result of this the payment of the accounts by the consumers average 80% of the monthly amounts due. This is followed up by cut-off instructions issued against non-payers of services rendered by the Council.

Audit teams were also used from time to time, to identify households that tampered with the services of the council. If the services of a household have been removed due to tampering, the

owner is responsible for all costs involved before the services are restarted.

If the outstanding amounts are investigated it is clear that the biggest problem is the amount of R 259.6 million outstanding for a period longer than 90 days. This amount represents 82.9% of the total outstanding debtors of R 312.9 million as at the end of December 2013.

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4.4.9. PROVISION FOR BAD DEBTS

Lesedi's current provision for Bad Debt amounts to R61 492 000 and this has been increased to R84 061 000 for the 2014/15 budget year due poor collection levels on outstanding debt over 90 days. The liquidity of the municipality will be placed under pressure for the budget year if consumers do not pay for the services. The consumers of municipal services needs to understand that the

municipality should be financial sustainable as required in terms of the Municipal Systems Act. In simple terms, this means the municipality should at the least, recover the cost incurred in providing municipal services such that it can pay municipal salaries and service providers who contribute to service delivery.

4.5. KPA5. GOOD GOVERNANCE & PUBLIC PARTICIPATION

The Council of the Lesedi Local Municipality consists of 26 councilors. 19 from the African National Congress (ANC), 6 from the Democratic Alliance (DA) and 1 from the Freedom Front Plus (FF). The ANC has 9 female and 10 male councilors, DA 1 female and 5 male councilors and FF has 1 female councilor. There is also a Mayoral Committee that consists of the Mayor and the 5 Members of the Mayoral Committee (MMC's). The MMC's are portfolio heads of the different departments within the municipality (Finance, Corporate & Legal, LED & Planning, Infrastructure and Community Services)

The Lesedi Local Municipality is committed to ensure community participation in the interest of participative democracy at local government sphere. The commitment to participate is underpinned by adherence to the Municipal Systems Act, which requires municipalities to consult local communities through appropriate mechanisms, process and procedures as well as by the MFMA, which has further accentuated the role of informing the development of community participation.

In addition to this legal framework, the municipality remains committed to bringing participatory democracy closer to citizens and communities and ensuring progressive improvements in the quality of participation and the number of citizens who participate through organized formations. During the first phase the municipality consulted with the stakeholders, seeking their inputs into the framing of the draft IDP.

During this period of engagement a list of issues and comments, representing stakeholders' views will be drawn up. Over and above that there are Mayoral Imbizo's that a convened also to give communities a platform to raise issues and make positive contributions that can take the Municipality forward. Ward Councilors and Members of the Mayoral Committee (MMC's) are given an opportunity to inform the public on what they are currently doing in their respective wards/ departments and what they are also planning for the future.

4.5.1. PUBLIC PARTICIPATION, ACCOUNTABILITY AND TRANSPARENCY

Lesedi Local Municipality has identified the following projects to improve public participation, accountability and transparency:

- *The internal audit*
- *Audit & performance audit committees were established and fully operational*
- *Our council meetings are scheduled to take place once a quarter and all council meetings are advertised.*
- *Ward Committees have been established in line with the requirements of sector representatives*
- *Ward Committees are sitting monthly according to their year plan, and the minutes of the meetings are submitted to the Speaker's Office.*

- *The MPAC and is fully functional.*
- *Anti-corruption policy*
- *Complain register*

Community Development Workers (CDWs)

- *All our wards have a CDW*
- *CDWs attend ward committee meetings*
- *CDWs participate in all relevant forums of council*
- *They have open invitation to Council Meetings*
- *They submit reports through the Speaker's Office*

The following support is provided to the Ward Committees:

- *Capacity building (training & workshops)*
- *Transport to attend meetings*
- *Stipends of about R600 to each member*
- *Admin support via our corporate service*
- *Venues are provided for meetings*

Public communication takes place via:

- *Local and national newspapers*
- *Newsletters*
- *Notices at Rates Payers Offices Municipal current accounts*
- *SMS and emails.*

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WARD SYSTEM

WARD COMMITTEE TRAINING

The ward committees are a creature of statute in terms of the MSA and thus their functionality is crucial for an effective ward based system.

The training of ward committee members cannot be over-emphasized in this regard as this structure is on the cutting edge of community participation in the municipality's development agenda that is, the Integrated Development Plan (IDP). Hence the need to train the committees and such training is coordinated from the Gauteng Department of Local Government and Lesedi Local Municipality.

The ward committees training was coordinated from the municipality and it centered on the secretaries in ensuring that the wards secretariat functions optimally, training was carried out on the following areas:

- *Drawing a year planner with a schedule of meetings*
- *Compilation of the agenda*
- *Minute taking and generating the concept of the minutes*

This training did not merely offer knowledge but it interrogated the functionality of wards and reinforced the administrative process that it flows efficiently, as well.

The ward secretaries and their alternates were empowered in the above-stated training areas in order to ensure that meetings are planned; the agenda is pre-communicated in invitation of the meetings including clear and accessible venue and time for the meetings. Ward Committee meetings are held monthly per ward and thus pivotal to ensure that they are effective and the department provides administrative support in terms of general meetings that are for the entire ward.

Useful information exchange between the ward committee secretaries and the training facilitators informed training to a level that ensured that a repeat session for secretaries that did not turn up is necessary. Follow up training is therefore on cards for another batch of trainees in this regard, including other training interventions.

- *Meetings of the Ward Committees are convened on monthly basis, chaired by the Ward Councillor. Reports then get submitted to Council.*
- *Coordination and Linkage between the Municipality and Ward Committees happen through the Office of the Speaker. IDP Implementation Workshop was held whereby all ward committees were invited and taken through IDP Implementation Plan.*

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4.6. KPA6. CROSS CUTTING ISSUES

4.6.1. DISASTER MANAGEMENT

There are 2 types of likely disasters and they are as follows:

- *Man Made*
- *Natural – Act of God*

MAN MADE DISASTERS

Disaster Type	Location	Prevention
Air Craft Crashes	Holding beacon South of Heidelberg. Airfield – Small/Medium Aircraft [in case of emergency landing]	Beyond prevention of Emergency Services. Safety aviation Regulations. Communication and liaison with Airports Company [reduce risk].
Train Accidents	Goods Trains ☐ Risk of HAZMAT incident/Various Rail routes in and around Heidelberg [Main line to coast, ports]/Devon. Passenger Trains ☐ Risk of collisions involving large amounts of patients, and Areas. Various rail routes as above.	Beyond emergency services control. Communication and liaison with Railway Company [reduce risk]. Rapid response and intervention preventing subsequent incidents as a result of an isolated incident.
Vehicle Collisions	N3 – Main Access route to Coast. N17 – High Risk Dangerous crossings. R42 - R23 – Alternative Route to Coast.	Beyond Emergency Services control. Communication and liaison with road safety agencies [reduce risk]. Rapid response and intervention preventing subsequent incidents as a result of an isolated incident. Arrive alive campaigns.
Hazardous spills into Spruits/Rivers etc		Communication and liaison with nature conservation agencies [reduce risk]. Rapid response and intervention preventing subsequent incidents as a result of an isolated incident. Secure, prevent contamination. Utilization of Specialized HAZMAT Company in conjunction with water affairs and nature conservation.
Risk of access to town being interrupted.	High number of bridges on N3 crossing Rivers/Railway lines.	
Gas and Fuel Pipelines	Two Gas lines from Sasol to Secunda [Oxygen & Propylene].	Awareness Rapid Intervention.
Industrial Incidents	Factories Fuels depot. Gas Installations	
Acts of Terrorism/Sabotage		Adequate safety and security. Awareness Rapid Intervention Correct Scene Management

- *Risk Areas*
- *Large Shopping malls /3 small mall type shopping centers.*
- *1 Medium type shopping center.*
- *Hospitals /2 x Hospitals.*
- *Schools /Approx 20 schools [Nursery/Primary/High Schools.*
- *Hostel facilities.*
- *Mass gatherings/Public meetings /Town Hall*
- *Community Centers*
- *Places of worship/churches /Approx. 30.*
- *Sports and recreation facilities*

- *Various locations/various sport areas.*
- *Power stations*
- *Old Age Homes*
- *Continuation of water supply.*
- *Fire*
- *Rivers*
- *Floodwaters [sabotage dam walls]*

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NATURAL – ACT OF GOD

Under Natural Disasters the following risks have been identified:

- *Floods / Informal Settlements close to dormant riverbeds etc.*
- *Heavy Downpours.*
- *Windstorms.*
- *Landslides.*
- *Earthquakes.*
- *Epidemics.*
- *Drought*
- *Snow*
- *Hail.*

CONTINGENCY PLANS AND EMERGENCY PROCEDURES

- *Joint operation centers.*
- *Satisfactory Predetermined attendance.*
- *Standard operating procedures in place.*
- *Predefined plans of action.*
- *Communication systems.*
- *Mutual aid agreements with neighboring services.*
- *Access and utilization of specialized services.*
- *Hazmat company*
- *Tow services*
- *Private Ambulances*
- *Specialized rescue services*
- *Specialized fire services*
- *Security*
- *Successful chain of command.*
- *Establishment of Control points.*
- *Utilization of community assistance.*

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4.6.2. INTEGRATED ENVIRONMENTAL MANAGEMENT

RESULTS OF THE ENVIRONMENTAL ANALYSIS

The environmental analysis indicates that Lesedi is predominantly rural, with only two significant urban settlements, namely Heidelberg/Ratanda and Devon/Impumelelo. There are two important environmental resources in the sub-region namely the Blesbokspruit Wetlands [RAMSAR site] and the Suikerbosrand Nature Reserve. The rural areas in Lesedi are mostly utilized for commercial farming purposes.

Environmental problems and constraints include:

- *Poor living conditions in the informal settlements and on some of the farms.*
- *Pollution [limited].*
- *Past mining activities.*
- *Environmental strengths and opportunities include:*
- *Suikerbosrand and Alice Glockner Nature Reserves and surrounding hills.*
- *The various watercourses, water bodies and wetlands.*
- *Agricultural potential of the rural areas.*
- *Unique character of Heidelberg town.*

ENVIRONMENTAL FOCUS AREAS

The following environmental focus areas have been identified in the localized strategic environmental guidelines;

- *The nature reserves.*
- *The various water bodies and wetlands.*
- *The previously disadvantaged areas.*
- *The informal housing settlements.*
- *The rural farming areas.*
- *The small holding areas.*
- *The old mining areas.*
- *Heidelberg CBD.*

COMPLIANCE WITH NEMA PRINCIPLES AND NATIONAL ENVIRONMENTAL NORMS AND STANDARDS

A comprehensive Environmental Management Plan for the whole of Lesedi will be drawn up which will prescribe detailed guidelines and procedures to be followed pertaining to development in the various areas.

In the interim all development in Lesedi is strictly controlled in terms of the prescriptions of the relevant environmental legislation.

PROJECTS WHICH WILL REQUIRE ENVIRONMENTAL SCOPING/EIA

The following identified projects will require an environmental scoping or EIA:

- *Construction of Ratanda/ R42 link road.*
- *Development of Devon/Impumelelo Refuse Disposal Site.*
- *Feasibility Study: Vischkuil mini dumping site.*
- *Housing development in the Heidelberg "Zone of Integration".[EIA Completed]*
- *Tokolohong Agri-Village [Scoping completed].*
- *KwaZenzele Agri-Village.*
- *Township Establishment Heidelberg Zone of Opportunity.*
- *Refinement of the SDF.*

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4.6.3. ENVIRONMENTAL HEALTH

LLM renders environmental health service on behalf of SDM, through a service level agreement (SLA). In terms of the Health Act, Act 61 of 2003, the following services are rendered:

WATER QUALITY MONITORING

Water quality monitoring comprises the monitoring and surveillance of water quality and availability that is intended for human consumption, recreational, commercial and industrial use. It includes the following but is not limited to:

- *Enactment of relevant by-laws.*
- *Complaint investigation.*
- *Monitoring of water reticulation systems and other sources of water supply.*
- *Ensuring that potable and an adequate supply of water is provided for domestic use and that it complies with Blue Drop Certification.*
- *Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.*
- *Water sampling for bacteriological and chemical analysis*
-
- *Health promotion and training. Advocacy on proper water usage.*
- *Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.*

FOOD CONTROL

Food control relates to a mandatory regulatory activity of enforcement to provide consumer protection and ensure that food:

- *is handled in a hygienic manner*
- *during production, storage, processing, distribution and sale;*
- *is safe, wholesome and fit for human consumption and conforms to safety, nutrition and quality requirements; and - is honestly and accurately labeled as prescribed by law.*

This includes the following but is not limited to:

- *Issuing of certificates of acceptability.*
- *Inspection of formal and informal food premises and delivery vehicles*

- *Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.*
- *Examination, sampling and analysis of foodstuffs.*
- *Examination of food labels.*
- *Monitoring compliance with HACCP requirements.*
- *Hygiene control and meat inspection at abattoirs.*
- *Addressing complaints.*
- *Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).*
- *Export / Import control when requested.(Specifically in Lesedi)*
- *Provision of information.*
- *Health promotion and training.*
- *Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.*
- *Ensure that tenders, contracts and procurement specifications in this regard comply with Health requirements.*

WASTE MANAGEMENT

Waste management involves the monitoring of waste management systems, refuse, health care waste, hazardous waste and sewage.

This includes the following but is not limited to:

- *Enactment of relevant by-laws.*
- *Complaint investigation.*
- *Ensuring that waste is stored, collected and disposed of properly and that proper facilities and containers are provided.*
- *Ensuring through monitoring that sewerage and industrial effluent or other liquid waste are disposed of in terms of legal requirements and that no blockages and spills occur and instituting remedial and preventative measures.*
- *Ensuring through monitoring the proper handling, storage, collection, treatment and disposal of health care and hazardous waste.*
- *Compliance monitoring of garden refuse sites, refuse transfer sites, landfill sites, incinerators, recycling sites, waste treatment plants and sites and sewerage works, and the processes associated with such premises and instituting remedial and preventative measures.*
- *Sampling of any waste product.*

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- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).
- Health promotion and training.
- Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.
- Ensure that tenders, contracts and procurement specifications in this regard comply with health requirements.
- It does NOT include the provision of refuse removal or other waste management systems which may be the function of a different department or authority.

HEALTH SURVEILLANCE OF PREMISES

Health surveillance of premises concerns the identification, monitoring and evaluation of health risks, nuisances and hazards and instituting remedial and preventive measures.

This includes the following but is not limited to:

- Enactment of relevant by-laws.
- Complaint investigation.
- Giving advice on legal requirements, which includes comments on building plans, for the establishment of premises, as well as comments on planning issues, as and when required.
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Identification of health risks, nuisances and hazards and instituting remedial and preventative measures.
- Monitoring indoor air quality, ventilation, lighting and dampness and instituting remedial and preventative measures.
- Enforcement of tobacco control legislation.
- Issuing of business licenses, permits and certificates where applicable.
- Participation in the prevention of urban decay.
- Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).
- Ensuring the removal of health nuisances or hazards at the cost of the owner upon failure to comply with the requirements of compliance notices.
- Health promotion and training.
- Input into Environmental Impact Assessments.
- ECD centers
- Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as

far as practicable as well as inter-sectoral collaboration.

COMMUNICABLE DISEASES

Surveillance and Prevention of Communicable Diseases, Excluding Immunizations

The surveillance and prevention of communicable diseases entails health and hygiene promotion for the prevention of all environmentally induced diseases.

This includes the following but is not limited to:

- Enactment of relevant by-laws.
- Complaint investigation.
- Identification, investigations, monitoring and reporting on any outbreak.
- Deployment of appropriate outbreak response teams.
- Taking of samples for analysis and further action if deemed necessary.
- Instituting remedial and preventative measures.
- Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).
- Health promotion and training.
- Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.
- Establishment of an effective environmental health surveillance and information system for the collection, analysis and dissemination of epidemiological data and information (Scope of Practice).
- Develop environmental health measures from protocols for the management of epidemics, emergencies, diseases and migration of populations (Scope of Practice).

VECTOR CONTROL

Vector control entails the monitoring, identification, evaluation and prevention of vector related matters, other than those that cause Malaria which is a Provincial function.

This includes the following but is not limited to:

- Enactment of relevant by-laws.
- Complaint investigation.
- Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- Identification of vectors, rodents and other insects, their habitats and breeding places and instituting remedial and preventative measures to eradicate vectors.

Section B: Situational Analysis

- *Facilitate eradication measures such as spraying of premises, baiting, fumigation, application of pesticide, and placing out of traps. For purposes of ADM Section 78, facilitate is understood to involve identifying the appropriate authority to carry out the eradication.*
- *Collection of specimens for research purposes.*
- *Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).*
- *Health promotion, campaigns and training*

Section B: Situational Analysis

4.6.4. ENVIRONMENTAL POLLUTION CONTROL

Environmental pollution control relates to the identification, evaluation, monitoring and prevention of land, soil, water, noise and air pollution.

This includes the following but is not limited to:

- *Noise Pollution Control*
- *Complaint investigation.*
- *Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).*
- *Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.*
- *Health promotion and training.*
- *Input into Environmental Impact Assessments.*
- *Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.*

AIR POLLUTION CONTROL AND AIR QUALITY MANAGEMENT

Lesedi Local Municipality has been included into the Highveld Priority Air-shed area and must a local air pollution plan be developed for Lesedi that will address local air pollution matters. In addition to this, a cost must be linked to the activities and equipment indicated in the plan and a separate budget or line item must be provided for this function.

- *Complaint investigation.*
- *Identification and monitoring of sources of air pollution and instituting remedial or preventative measures.*
- *Identification of premises with poor indoor air quality and instituting remedial or preventative measures.*
- *Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).*
- *Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.*

- *Health promotion and training.*
- *Input into Environmental Impact Assessments.*
- *Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.*

WATER POLLUTION CONTROL AND WATER QUALITY MANAGEMENT

- *Complaint investigation.*
- *Monitoring of water reticulation systems and other sources of water supply.*
- *Ensuring that portable and an adequate supply of water is provided.*
- *Identification and monitoring of sources of water pollution and instituting remedial or preventative measures.*
- *Identification and making safe of dangerous wells, boreholes and excavations.*
- *Monitoring and control of storm water runoff from premises which may impact on public health Ensuring that proper systems are in place for the disposal and containment of waste water.*
- *Water sampling for bacteriological and chemical analysis Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.*
- *Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).*
- *Health promotion and training.*
- *Input into Environmental Impact Assessments.*
- *Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.*

LAND AND SOIL POLLUTION

- *Complaint investigation.*
- *Identification and monitoring of all land to ensure that no health nuisances, risks or hazards occur on such premises and ensure institution of corrective measures where such nuisances, risks or hazards occur.*

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- *Monitoring and control of illegal dumping / littering.*
- *Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).*
- *Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.*
- *Health promotion and training.*
- *Input into Environmental Impact Assessments.*
- *Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.*

DISPOSAL OF THE DEAD

Disposal of the dead refers to compliance monitoring of funeral undertakers (in terms of the Regulations relating to Funeral Undertakers' Promulgated under the Health Act, Act 61 of 2003) mortuaries, embalmers, crematoria, graves and cemeteries and to manage, control and monitor exhumations and reburial or disposal of human remains.

It involves (managing), controlling exhumations and reburial or disposal of human remains, including the granting or withholding of permission for such activities

This includes the following but is not limited to:

- *Complaint investigation.*
- *Monitor the treatment, storage, removal or transportation of bodies.*
- *Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977)*
- *Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.*
- *Input into the planning/establishment of cemeteries.*

- *Health promotion and training.*
- *Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.*

CHEMICAL SAFETY

Chemical safety includes the monitoring, identification, evaluation and prevention of the risks of chemicals that are harmful to human health.

This includes the following but is not limited to:

- *Complaint investigation.*
- *Monitoring safe disposal of chemical wastes.*
- *Law enforcement by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).*
- *Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures including the removal of chemical spillages.*
- *Health promotion and training.*
- *Referral of Occupational Health and Safety - as well as other violations to the appropriate authorities as far as practicable as well as inter-sectoral collaboration.*

CHALLENGES: ENVIRONMENTAL HEALTH (MHS)

Lack of By-Laws: Environmental Health Services are rendered on a Service Level Agreement on behalf of Sedibeng District Municipality. All applicable by-laws must be promulgated by Sedibeng District Municipality. Vastness area: Due to the vastness of the area, the service within the rural area is basically rendered on a re-active basis rather than pro-active. The services rendered at the rural areas will be re-planned to ensure that pro-active services can be rendered

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4.6.5. LESEDI LOCAL MUNICIPALITY SPORTS, RECREATION, ARTS AND CULTURE DEVELOPMENT PROGRAMME

Sports and recreation: Mass participation and wards games programme;

INTRODUCTION AND BACKGROUND

The Sports and Recreation section is set to develop sports, arts, culture, recreation and heritage within Lesedi Local Municipality. The municipality recognizes the fact that residents within its borders have vast talents in Sports, arts, culture and recreation, and wants to give formal recognition to those individuals who excel locally.

The Acknowledgement of sport as a right of all people is evident in UNESCO's International charter of Physical Education and Sport, which states that: *"Every human being has a fundamental right to access to physical education and sport, which are essential for the full development of his personality. The freedom to develop physical, intellectual and moral powers through physical education and sport must be guaranteed both within the education system and in other aspects of social life."*

In the next coming years the municipality will be focusing on the revival of sports by undertaking the following adopted codes from the sports ministry:-

The imposition of the seven priority codes (Netball, Football, Cricket, Rugby, Athletics, Boxing and aquatics;

Seven priority codes are part of the developmental programme adopted in order to open up opportunities to and expose various communities to different codes which were not readily available or familiar to their environment.

Project in this regard will be drawn from the following key pillars of the Gauteng Sport Policy.

SPORT DEVELOPMENT

Focus Area:

Increase the professional and skilled human resource capacity required to deliver school sports, recreation (mass participation) and competitive events and activities.

Increase the number and performance of athletes by nurturing and developing identified talent for high performance activities.

RECREATION (MASS PARTICIPATION)

Focus area

To increase the number of people that participates in sport and recreational activities, and thus leads to healthy lifestyle.

The pillar offers some transformation opportunities through talent identification; training in sport skills with possible sports development.

In order to arrive and achieve the above strategic objective, the unity is contemplating of staging municipal ward games which

envisaged to take place in a form of ward competitions in the following sporting codes:-

chess; darts; morabaraba; ncuva; netball; pool; race walking; road running; basketball; soccer ladies; soccer men; table tennis; tennis; volleyball men, ladies and mix & cricket team compilation.

For the promotion of arts and culture the following activities are set to form part of the program. This will be done in conjunction with relevant participants.

LESEDI CULTURAL GENRE

Dancing activities

Comedian

Gum Boots Dance

Choral music

Cultural Dance

Sound Mix

Sound System

Mannekoor/Men choir

LIBRARY AND INFORMATION SERVICE

Library and information services are to provide access to information and to improve literacy. The effectiveness of the libraries is derived from the financial support provided by Provincial Department of Arts and Culture.

There are ten (10) libraries within LLM equipped with computers, internet facilities, books, cd's, periodicals and magazines. Community members are encouraged to register as library members as well as "Friend of the Library" to promote and market library services.

Access to computers and training on basic computer skills are provided when a need arise.

A system, RIFD (Radio Identification Frequency Device) has been installed at Heidelberg library to assist with stock taking, security of books and identification of wrongly shelved books. The RFIID system will be extended to all libraries in Lesedi.

HISTORIC AND CULTURAL FEATURES

Heidelberg was established by Heinrich Ueckermann in 1861 at the intersection of the old wagon trails to and from Pretoria, Potchefstroom, Bloemfontein and Durban. Ueckermann started a general dealer shop at the crossroads. A town plan was prepared in 1861 and the name Heidelberg was given to the town, after the old University town in Germany. Heidelberg developed as a typical rural Victorian town, which during the First Boer War [1880-1883] served as the capital of the ZAR. Growth in the town received a significant boost with the discovery of gold in 1885.

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Significant cultural and historic features are mostly situated in and around Heidelberg CBD.

The town remains an attractive Victorian styled area and retains much of its original character. A number of historically significant buildings from the Victorian period, as well as some historic places are still existing. The historic character and ambiance of the town is in fact one of its main strengths and should be promoted as a major opportunity in terms of tourism development.

Following research undertaken by the department of Architecture at the University of Pretoria, a document regarding the heritage of Heidelberg was compiled in November 1988 by Schalk le Roux and Roger Fisher. Modern electronic maps and diagrams were produced from this report and were included in the Heidelberg CBD Urban Design Plan, 2004. According to SAHRA (South African Heritage and Resource Agency) the following heritage sites are listed in Heidelberg:

Table 3: Listed Heritage Sites

Structure	Government Notice	Date
Dutch reformed church, "Klipkerk", H.F Verwoerd Street	1510	06.09.1968
Volksskool	2016	20.11.1970
N.Z.A.S.M Station		07.11.1988
De Rust-plaasopstal	2482	09.12.1988
Diepkloof Farm Museum, Suikerbosrand Nature Reserves	2709	15.12.1991
60 Strydom Street	332	22.02.1991

The following historical buildings are situated in Heidelberg.

The Town Hall – the Town Hall is situated south of the Klipkerk and was built in 1939. This magnificent building was designed by Gerhard Moerdyk, and is an excellent example of this eclectic age;

Heidelberg Klipkerk: The church building is widely known as the Klipkerk after its beautiful sandstone construction. The corner stone was laid in 1890 and inaugurated on 13 March 1891. The Klipkerk has survived many mishaps, such as when the tower collapsed in 1909 and a fire in 1967 that caused serious damage to the interior.

Heidelberg Guest house: Built in 1897 as parsonage for the Klipkerk Dutch Reformed Congregation in late Victorian style.

Concentration Camp Cemetery: An obelisk erected between the concentration camp site and the graves, commemorates the women and children who died in the concentration camp during the Second War of Independence.

Saint Ninian's Anglican Church- This church was built in 1882 and was originally known as the "soldier's church" due to the church attendance of British garrison troops during the Second Anglo Boer War;

Dr. James O' Relly house: It was used by the British officers as quarter. Dr. O' Reilly was one of the persons who turned the Waverly Hotel into a hospital during the war. This Waverly Hotel was situated next to his house unfortunately it was demolished in recent years. On 30 September 1900 the British closed down the hospital without profound reason.

Bakoond: Supposedly covered water source of the town so that the British could not poison it.

Refugee Camp at Heidelberg: Some of the workers accompanied the boer women and children to the Concentration Camps and many of them died in the camp. The Native Refugee Camps were established to accommodate those who were left on farms when the boer women and children were taken to the Concentration Camp.

The Old Heidelberg Jail – This structure was completed in 1888; the sandstone jail in Heidelberg is on the northern side of the town in Ueckerman Street. Salmon van As and a fellow burgher, Louis Slabbert, were imprisoned here. Van As was falsely accused of murdering a British officer and he was sentenced to be executed on 23 June 1902. The bullet hole is still visible.

A.G. Visser House – The well-known Afrikaans poet Dr A.G. Visser, known as the "singer of the Suikerbosrand", resided and practiced as the local doctor in this house for many years;

The Heidelberg Club – Founded and built in 1892 the Heidelberg club was the second club in the old Transvaal to be granted a liquor license;

Triumvirate Monument and Town Hall

An osbeslisk with busts of the triumvirate, Paul Kruger, P Joubert and MW Pretorius, who headed the ZAR Government with Heidelberg as capital from 1880- 1883. The sculptor is Hennie Potgieter. It stands in front of the sandstone Town Hall, erected in 1939 designed by architect Gerhard Moerdijk.

Diamond & Gold and farm House Shop

This complex of old buildings has been saved from demolition and restored. One side now houses Christo and Melinda van der Merwe's diamond cutting, jewellery factory and shop. The other side houses a farm shop, coffee bar and tea garden.

Heidelberg Motor Museum

It is housed in the old NZASM station building of 1895 and adjoining goods sheds. The museum was established by Rembrandt Group as a service to the community. The collection which was then there were; veteran cycles, motor cycles, and cars from the earliest boneshakers, penny-farthings and Model T Fords to examples of the latest technology such as supine recumbent cycles and Formula 1 racing cars of the Scheckters. These

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collections were moved to Franschhoek after the board British American Tobacco South Africa announced its decision to cease its involvement in the museum on 31 December 2003.

A Class 16C steam locomotive of 1919 together with the Liesbeek dining saloon and passenger coaches is still in the museum. The passenger coaches recreate the romance of the bygone era.

Standard Bank

The history and roots of Standard Bank, a popular South African Bank, can be traced back to Heidelberg.

Standard Bank office opened its first office in 1879 after it started doing business in Heidelberg as early as 1877. It is reputed that Paul Kruger have slept there during the First World War. This old house is historical monument and is privately owned.

Location: 60 Strydom Street.

The Heidelberg Club

It was built in 1897 and was a popular place for the British soldiers to visit during the war. The building is still the same as in those years and in excellent position.

Location: HF. Verwoerd Street

CEMETERIES

All of us, at some time in our lives, have to face the death of a loved one. It is an experience we cannot avoid. Burial provides a last resting place, and it is important that cemeteries are well managed and accessible, as they make a contribution to the comfort and consolation, which, in bereavement, we would all wish to experience.

In many major urban municipalities, the older cemeteries which were initially considered to be large often run out of space for new burials and vacant land is scarce to extend the cemetery or to develop new cemeteries. There is more demand for burial land as a result of increased population. This challenge has mainly been compounded by the scourge of HIV/AIDS which has caused a spike in deaths. Rapid urbanisation in towns and cities is also resulting in fierce competition for well-located land.

Further compounding the shortage of cemeteries is the fact that a cemetery, among many cultures, is much more than just a place of burial for the dead but a place of spiritual and cultural reference.

KwaZenzele Cemetery

- KwaZenzele cemetery was a cemetery that was previously used to accommodate farm residents and interments were conducted unsystematically and graves were not numbered and plotted. The worst was that the place was not even enclosed and one would find cattle loitering on graves, breaking memorial stones.
- The said cemetery had been systematically rearranged (plotted, re-pegged and re-numbered) to continue with the legal burials.
- *The available pockets of scattered spaces is set to accommodate 100 graves, thereafter*
 - *the cemetery will be in full capacity and declared passive.*

The Extension of Ekuthuleni Cemetery

The cemetery was only developed to half its size and it had reached capacity. The second half of the cemetery was then developed so as to prevent a burial interruptions. The size that was developed was as follows:-

Length: 299 18.57 & 105.42.50

Width: 16.18.56

A portion of the second half is overgrown with eucalyptus trees, which need to be removed. The trees' positions were picked up by means of a GPS, and a total of 2030 trees is measured. The eastern portion of the area was free of trees which necessitated the pegging and setting of graves to continue offering the burial service. The mentioned area is enclosed with a 1800mm high concrete palisade. The section is the process of removing the present eucalyptus trees which are deeply rooted.

MONITORING OF RED DATA SPECIES IN LESEDI:

Five (5) zones of *Khadia beswickii* are growing at Jameson Park as well as zones of *Nerine Gracilis*, *Kniphofia Typhoides*. *Gladiolus Robertsoniae* is growing in Devon area and are being identified and closely monitored in collaboration with the Red Data Co-ordinator from GDARD.

- *Recently a new zone of Nerine Gracilis is discovered in Heidelberg. It is the prosperous event for the area including Province. The original locality for Khadia beswickii is still in good order, useful and healthy.*
-
- *All Red Data species are monitored regularly in conjunction with the department of environment (GDARD).*
-
- *Chortolirion species were recently transferred to genus Aloe.*

Tree Planting

- *Different types of Trees, donated by GDARD have been planted in the main streets of the area of Lesedi as part of greening the environment. The planting is set to take place annually during September Month*

GEOGRAPHIC NAME CHANGES

The government regarded the transformation of geographical names in the country a means to heal the wounds of the past and to build a united society. Geographic names identify and reflect culture, heritage and landscape. Correct use of accurate geographic names can provide benefits to local, national and international communities in respect of trade and commerce, population census and national statistics, property rights and cadaster, urban and regional planning, environmental management, sustainable development and conversation. Standardized geographical names are crucial to the reaffirmation

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of traditional culture as an effective expression of national identity.

STATUS QUO

The aim of this information is to establish the onsite conditions of a variety of public open spaces. These spaces include inter-alia:

Entrance 1 (Heidelberg Rd) - Project 1

Entrance 2 (Protea Rd) - Project 2

Park 3 (Adjacent to sports Complex) - Project 3

Park 1 (Heidelberg Rd) - Project 4

Entrance 1 (Heidelberg road) - Project 1

The first entrance to Ratanda is located on the R549 and leads off into Heidelberg road. There are no real distinguishing features of this entrance although some basic planting had previously been attempted. The verges are in a really poor condition, particularly the area directly opposite the entrance. The condition of the lawn at the entrance is almost non-existent and the ground covering is mostly weeded.

There are a large number of big Eucalyptus trees in this area and should ultimately be removed, mainly due to the negative effect they have on underground water and their substantial water usage.

There are also power lines running alongside the R 549 with a fairly wide electrical servitude underneath. The entrance is clearly marked with normal street signage. This entrance is visually substantially neater than the Heidelberg Road entrance. It appears to be a newer entrance and it has received noticeably more attention than the first entrance.

The planting that has taken place at the entrance is un-maintained and as a result looks untidy. Only a portion of the plants have survived and additional planting will be required to improve the aesthetics of this entrance. The lawn is generally in a good condition but requires maintenance.

An avenue of trees has been planted along a portion of Protea Road. The lawn has been dug up for infrastructural purposes so new lawn will have to be laid in these areas.

Entrance 2 (Protea Rd) - Project 2

This entrance is situated further south along the R 549 from Heidelberg road. This entrance is visually substantially neater than the Heidelberg Road entrance. It appears to be a newer entrance and it has received noticeably more attention than the first entrance.

The planting that has taken place at the entrance is un-maintained and as a result looks untidy. Only a portion of the plants have survived and additional planting will be required to improve the aesthetics of this entrance. The lawn is generally in a good condition but requires maintenance.

An avenue of trees has been planted along a portion of Protea Road. The lawn has been dug up for infrastructural purposes therefore new lawn will have to be laid in these areas.

Park 3 (Adjacent to Sports Complex) – Project 3

This park is situated north of the Ratanda Sports Complex. It is also located adjacent to the taxi rank and is in close proximity to a

crèche. The playground equipments are in reasonable condition although one of the swings sets has collapsed and will need to be repaired or replaced. The balance of the equipments is in a functional condition. Harder wearing surfaces underneath the equipment need attention.

There are a few trees on site but these are closer to the taxi rank and not in the park per se. There are no seating facilities or benches and littering bins. The lawn area is in a poor condition and should probably be replaced.

There are some main dirt pathways through the park and these should be replaced with a paved pathway.

PARKS SECTION

Park 1 (Heidelberg Rd) - Project 4

This is a very large portion of land situated alongside Heidelberg road, in the northern part of Ratanda. It has a stream running through it which is in a neglected condition.

Planting was made but never expanded. For the most part the property is vacant and is mostly a combination of lawn and weeds.

There are some playground facilities located towards the western section of the park as well as a neglected, but well used soccer field. This field is only indicated by the rectangular area of bare soil and two goal posts. Some of the playground facilities are well used but are in a poor yet functional condition. One set of swings is non-functional due to the missing chains. There are some concrete seating facilities on site but have been scattered randomly on the property. Livestock, particularly goats are a problem and tend to eat the vegetation, a partial reason as to why there are no trees on site.

FUTURE PROJECTS

Future projects in the beatification and “greening” of all low cost housing developments such as Heidelberg Extension 23 and 26, Kwa- Zenzele and Impumelelo Extension 1 areas still need to be officially formulated. Furthermore, parks need to be developed in Ratanda, Kwa-Zenzele, Jameson Park and Impumelelo regions. In essence, an appropriate open space management plan for the Lesedi District need to be drafted and actively implemented. For the coming 2013/2014 financial year and those to follow, the following projects are anticipated:

Upgrading of entrances to Impumelelo and Kwa-Zenzele

Greening of low cost housing developments

Development of a park in Jameson Park

Development of a park in Kwa-Zenzele

Development of a park in Ratanda Extension 3

Development of a park in Heidelberg Extension 23

Paving of major paths in closed cemeteries

Construction of a main entrance Heidelberg

CONCLUSION

This Status Quo report has outlined the existing problems encountered on each of the proposed project sites. These projects

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need to be prioritised in terms of their importance within Ratanda in order to establish when they are to be attended to. This is difficult in that all projects require immediate attention.

The Entrance should be used as the first project as it presents the first visuals of Ratanda. Entrances usually establish an identity for an area and Ratanda is no exception.

4.6.7. SAFETY, SECURITY, TRAFFIC AND FIRE SERVICES

Section 12 of the Constitution stipulates that every person has the right to safety and security. In fulfilling the above obligation, Safety and Security section is required to comply with certain prescribed acts, regulations and by-laws, which guide and inform strategies, policies, procedures and practices. To ensure that all of the above expected responsibilities are carried out with due diligence, compliance with the regulatory guidelines required for maintaining a safe and a secure environment is necessary.

In light of the above, the municipality participates actively in the programmes and projects of SAPS, the Department of Community Safety, Community Police Forums and any other agency that aims to facilitate safety and security. Representatives from the traffic department serve on the local Community Police Forums and joint crime prevention operations between the law enforcement department of the municipality, Provincial Traffic and the SAPS are done on a regular basis. The SAPS interact on a regular basis with the municipality to address factors that might hamper effective policing of crime which include but not limited to the installation of adequate lighting in crime hotspots, unoccupied buildings and open spaces with overgrown grass/weeds.

There are five police stations serving the municipal area, namely:

- Heidelberg police station
- Springs police station servicing Vischkuil/Endicott
- Devon police station
- Nigel police station servicing Jameson Park
- Ratanda police station

Below are the main forms of crime experienced in Lesedi area.

Theft general
Burglary (Residence)
Shoplifting
Theft motor vehicle
Common Assault
Malicious damage to property
Burglary (Business)
Common Robbery
Theft out of motor vehicle
Assault Grievous Bodily Harm (GBH)

To create a safe and secure environment in and around Lesedi, the full participation of all stakeholders, including residents and the business community, is required in addressing the following challenges:

(a) Reducing the likelihood of major incidents which could potentially lead/give rise to the risk of disasters.

Challenges

The vastness of the area impacts negatively in responding to accidents especially in rural areas.

(b) Reducing the risk of fire and other emergency-related risks.

(c) Enhancing the safe and free flow of traffic.

(d) Maintaining acceptable standards of response to emergencies.

(e) By-law enforcement (subject to the promulgation).

Crime prevention in general is the competency of the South African Police Services with assistance from Lesedi Local Municipality and other services like Gauteng Provincial Traffic as well as private security companies. Lesedi Traffic Officers are not Municipal Police as is the case with metros and renders mainly traffic services. Heidelberg SAPS have a functional crime prevention unit as well as sector policing.

The municipality has adopted a Protest Management Plan to regulate public gatherings and marches.

The municipality will have to train officials from relevant departments to serve as Peace Officers to conduct by-law enforcement.

Safety and Security section priority areas are the following:

- Traffic services
- Fire & Rescue services

Traffic Services

- (a) *The Traffic section is required to maintain and deliver efficient service to the public, complying with various legislative requirements, including but not limited to the National Road Safety Act 93 of 1996, as amended.*
- (b) *Law enforcement is carried out by serving compliance notices or if deemed necessary by issuing "summonses to appear in Court" notices (Sect 56 of Criminal Procedures Act. 1977).*

The section focuses quite strongly on ensuring a safe and secure traffic environment by conducting traffic law enforcement but importantly ensuring the free flow of traffic on our roads. This section will ensure the current standards in relation to the issuing of traffic fines, reduction in road accidents by conducting roadworthy vehicle tests and escorting of abnormal vehicles.

The Gauteng Provincial Administration renders Traffic Law Enforcement services to some of the outlying areas in Lesedi from different regional offices in the area. The service is rendered mainly on provincial roads in Lesedi. Lesedi Local Municipality Legal Section is in liaison with the Justice Department, the Magistrates Court and the South African Police Services regarding the establishment of Municipal Court to deal with the non-payment of traffic fines and by-law offences.

A service provider for the monitoring of speed law enforcement activities has been acquired to assist in curbing speed lawlessness.

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Traffic lawlessness especially during night hours where there is insufficient policing.

ROAD SAFETY AWARENESS

The following projects are conducted to the schools around the municipal area:

School Safety

Schooler patrols training is provided annually for the 13 primary schools and is monitored by traffic officers on random basis.

Child in traffic program

This kind of training targets children at early childhood stage. It emphasizes on issues pertaining to safety when using the roads.

Sedibeng District Municipality and Lesedi Local Municipality has entered into a memorandum of agreement for the implementation of CCTV camera system to assist in the reduction of crime at identified key areas around the jurisdiction of the municipality, however effective implementation of the system remains a challenge due to lack of resources.

COMMUNITY SAFETY FORUM

Community Safety Forum (CSF) was launched in October 2013 and its primary objective is to develop and implement initiatives to enhance safety within the municipality. This objective is

achievable by integrating services and designing initiatives to address the root causes of crime. The Forum needs to be revived since the projects are taking place at the lower scale

FIRE & RESCUE SERVICES.

The Fire Brigade Service Act, Act 99 of 1987 provides for the municipality to establish fire services to prevent and fight fires in the municipality's jurisdiction. The objective of the Fire & Rescue services is to substantially reduce the loss of life and the destruction of property by fire, through the promotion of fire safety awareness. This is accomplished by creating a safer environment for all persons and by educating them about the dangers of fire and other dangers.

Enabling Legislation:

A brief synopsis of the various functions of this service is outlined below:

- A full-time Fire station is situated in Heidelberg.

- A satellite fire station responding to all areas around Devon and Endicott/ Vischkuil.
- The two stations responds to all fire and rescue calls received from respective areas.
- The response to all the calls should be within the stipulated time frame including the responses to all motor vehicle accidents.
- A Centralised Communication Centre for receiving and dispatching for both stations.
- There is a need to build a new Fire Station in the Lesedi Local Municipality, due to the fact that the present Fire Station is unable to address the growing needs within the municipality.

WORKING ON FIRE PROGRAMME

In addressing the capacity challenges, the municipality has entered into partnership with Working on Fire to establish integrated veld fire management in areas where disadvantaged communities and other land owners are vulnerable to veld fires

and their effect. Working on Fire teams focuses primarily on run away veld fires and the partnership is beneficial in that the Lesedi team can then focus on structural fires.

FIRE PREVENTION

The Fire department is responsible for mitigating life safety hazards, compliance of building codes, investigation of fires/arson, testing fire systems, and public education. The department has planned programmes in place to ensure compliance to fire safety. These set of program is undertaken quarterly and intended to reduce the destruction caused by fire. Fire safety inspections

include ensuring measures that are intended to prevent ignition of an uncontrolled fire, and those that are used to limit the development and effects of a fire after it starts. The Flammable Liquids inspection forms part of the programme of fire prevention. The routine Fire Hydrants inspection is carried out to ensure that the hydrants are clean and usable in case of fire

AWARENESS AND EDUCATION

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Currently awareness is conducted through PIER [Public Information Education and Relation]. Lesedi Fire & Rescue is also intending to introduce the Community Emergency Response

Teams (CERT) which will be our eyes and ears within the same community, in all the wards, especially in the disadvantaged areas.

SECTION C : DEVELOPMENT STRATEGIES

Section C: Development Strategies

1. LESEDI LOCAL MUNICIPALITY VISION AND MISSION

1.1 VISION

“BY 2030, LESEDI MUNICIPALITY WILL BE A SMART, INNOVATIVE, EFFICIENT, PEOPLE CENTRED AND PERFORMANCE DRIVEN MUNICIPALITY PROVIDING A SAFE AND HEALTHY LIVING ENVIRONMENT AND HIGH QUALITY MUNICIPAL SERVICES FOR ITS COMMUNITIES”.

The following elements, linked to the Vision, are evident:

The vision takes into consideration the core function of the Municipality and the quality levels which the Municipality wants to deliver those services. The vision response to the following questions to tests its relevancy, measurability and durability.

- *What is our “picture of the future” for five years*
- *How will we know when we’ve achieved it?*
- *Will it be measurable?*
- *What will it feel like, look like?*
- *How will any changes above impact our stakeholders, including our employees?*
- *At what point in time will we achieve it?*

1.2. MISSION

“LESEDI MUNICIPALITY WILL IMPROVE THE QUALITY OF LIFE OF ITS PEOPLE BY PROVIDING SUSTAINABLE HIGH QUALITY SERVICE DELIVERY MANDATES THROUGH INNOVATION, GOOD GOVERNANCE, CONTINUOUS CAPACITY BUILDING, INTEGRATED PLANNING AND APPLYING BATHO PELE PRINCIPLES”.

The mission just like the vision responds to the following critical questions used to guide the leadership in crafting the mission:

- *Who are we?*
- *Who do we serve?*
- *What service or product do we provide?*
- *What higher level benefits are gained?*

Section C: Development Strategies

2. NATIONAL AND PROVINCIAL FRAMEWORK

- *The 12 National Outcomes*
- *Provincial Growth and Development Strategy*
- *Sedibeng Growth and Development Strategy*

Our strategic plan has been developed through the consideration of a range of contextual issues as enunciated below:

2.2. NATIONAL OUTCOMES ON SERVICE DELIVERY

No.	OUTCOME	OUTPUT
1	Improve the quality of basic education	Improve quality of teaching and learning Regular assessment to track progress Improve early childhood development A credible outcomes-focused accountability system Improve quality of teaching and learning
2	Improve health and life expectancy	Increase life expectancy to 58 for males and 60 for females Reduce maternal and child mortality rates to 30-40 per 1000 births Combat HIV/Aids and TB Strengthen health services effectiveness
3	All people in South Africa protected and feel safe	Reduce overall level of crime An effective and integrated criminal justice system Improve perceptions of crime among the population Improve investor perceptions and trust Effective and integrated border management Integrity of identity of citizens and residents secured Cyber-crime combated
4	Decent employment through inclusive economic growth	Faster and sustainable inclusive growth More labour-absorbing growth Strategy to reduce youth unemployment Increase competitiveness to raise net exports and grow trade Improve support to small business and cooperatives Implement expanded public works programme
5	A skilled and capable workforce to support inclusive growth	A credible planning institutional mechanism Increase access to intermediate and high level learning programmes Increase access to occupation specific programmes (especially artisan skills training) Research, development and innovation in human capital
6	An efficient, competitive and responsive economic infrastructure network	Improve competition and regulation Reliable generation, distribution and transmission of energy Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports Maintain bulk water infrastructure and ensure water supply Information and communication Technology Benchmarks for each sector
7	Vibrant, equitable and sustainable rural communities and food security	Sustainable agrarian reform and improved access to markets for small farmers Improve access to affordable And diverse food Improve rural services and access to information to support livelihoods Improve rural employment opportunities Enable institutional environment for sustainable and inclusive growth

Section C: Development Strategies

No.	OUTCOME	OUTPUT
8	Sustainable human settlements and improved quality of household life	Accelerate housing delivery Accelerate housing delivery Improve property market More efficient land utilisation and release of state-owned land
9	A response and, accountable, effective and efficient local government system	Differentiate approach to municipal financing, planning and support Community work programme Support for human settlements Refine ward committee model to deepen democracy Improve municipal financial administrative capability Single window of coordination
10	Protection and enhancement of environmental assets and natural resources	Enhance quality and quantity of water resources Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality Sustainable environment Management Protect biodiversity
11	A better South Africa, a better and safer Africa and world	Enhance the African agenda and sustainable development Enhance regional integration Reform global governance institutions Enhance trade and investment between South Africa and partners
12	A development-orientated public service and inclusive citizenship	Improve government performance Government-wide performance monitoring and evaluation Conduct comprehensive expenditure review Information campaign on constitutional rights and responsibilities Celebrate cultural diversity

2.3. GAUTENG EMPLOYMENT, GROWTH AND DEVELOPMENT STRATEGY

A GEGDS is typically a medium term strategy/plan that is provided for in provincial development planning legislation and is generally prepared in the Premier's Office. It seeks to:

- *Provide both an analysis and a response to the current and anticipated economic, social, environmental and spatial trends in the province;*
- *Provide a broad strategic and spatial development framework within which all private actors and organs of state in all three spheres of government operating in the province have to do their planning and investment/spending, so as to ensure the realisation of specified economic, social, environmental and*
- *Spatial objectives, such as nature resource utilization and management, attracting investment, job creation, welfare provision, safety and security and human resource development; and Provide a clear indication, in the form of a long-term Infrastructure Investment Programme, as to how the provincial government seeks to maintain existing economic activities and unlock the latent potential in the province*

SECTION C: DEVELOPMENT STRATEGIES

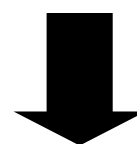
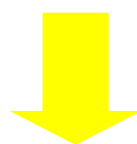
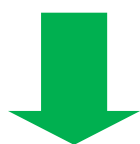
2.4. SEDIBENG GROWTH AND DEVELOPMENT STRATEGY: SECOND GENERATION

Sedibeng District Municipality together with its locals embarked on a process of developing a Growth and Development Strategy (GDS). The GDS was developed along with the **IDP**, with the understanding that the two documents will be linked as one strategic plan. As a long term plan, the **GDS** makes provision for bigger overarching decisions about what should be prioritized to:

- **REINVENT** the economy from old to a new,
- **RENEW** our communities from low to high quality of life,
- **REVIVE** the environment from waste dumps to a green region,
- **REINTEGRATE** with Gauteng and our neighbours to move from an edge to a frontier region,
- **RELEASE** human potential from low to high skills.

The **IDP** defines the medium term path. It spells out where the municipality wants to be after five year, and how it wants to be.

SEDIBENG GROWTH & DEVELOPMENT STRATEGY



REINVENT	RENEW	REVIVE	REINTEGRATE	RELEASE
<p>Key Deliverable Establish formal training centres to provide training thereby giving people the opportunity to start their own small business</p> <p>Tourism and Leisure:</p> <ul style="list-style-type: none"> • <i>Enhance tourism forums and work with relevance and agencies</i> • <i>Link marketing plan with tourism plan</i> <p>Agriculture: Consolidate task team with GDARD, DLA, Sedichem etc.</p> <p>Do feasibility for emerging farmers</p> <p>Analyse preferred agric activities</p> <p>Explore bio-fuels</p> <p>Residential Property Development:</p> <ul style="list-style-type: none"> • <i>Revise SDF in line with SPLUMA, & GDS.</i> 	<p>Key Deliverables: Geographic Information System [GIS] for Lesedi</p> <p>Comprehensive land use survey has been undertaken in the whole of Lesedi – information to be GIS-linked</p> <p>Spatial Development Framework for Lesedi to be drawn up</p> <p>Identify possible projects and assist landowners and beneficiary communities with funding applications, as well as with the implementation of approved projects</p> <p>Kwa-Zenzele Agri-Village</p> <p>Jameson Park Commonage</p> <p>Finalization of transfer of existing State-owned houses in Ratanda</p>	<p>Key Deliverables: Protection of river ecosystems, water conservation, and protection of the ecological reserves</p> <p>Development of a refuse disposal site for Devon / Impumelelo</p> <p>Solicit funding for the establishment of a regional landfill disposal site for Lesedi</p>	<p>Key Deliverables Create more complex urban environments with greater opportunity and choice in and around Ratanda and Impumelelo</p> <p>Active development of land uses which generate employment</p> <p>Rectify the absence of retail centres in Ratanda and Impumelelo through the establishment of retail nodes – TECINO</p> <p>Act as a lobbyist for those communities, who require facilities such as bank ATM's and Electricity Card Dispersers</p> <p>Ensure economic empowerment and upliftment within the disadvantaged areas through LED strategies and projects.</p>	<p>Local Partnership for Education & Training: Establish broad base Education and training forum to include local government, Department of Labour and Department of Education</p> <p>Building Social Capital: Focus supporting initiatives around the Gauteng Social Development Strategy</p> <p>Improve Statistical Database on social profile of Sedibeng</p> <p>Promote BBBEE Align procurement procedures (District and Locals) to champion BBBEE</p> <p>Host BBBEE summit to localize charters</p> <p>Enhance database of SMME's.</p>

SECTION C: DEVELOPMENT STRATEGIES

3. LESEDI STRATEGIC OBJECTIVES & INDICATORS

3.1. STRATEGIC OBJECTIVES

Index	NKPA	Growth & Dev Strategy	IDP Ref.	Strategic Objectives	Outcome & Output
A	Municipal Transformation and Organisation Development	RELEASE Human potential from low to high skills	A1	Continuously create a conducive environment through the implementation of organisational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.	Ongoing transformation and development.
			A2	Empowering employees through focused and continuous professional/ skills development.	
			A3	Development and functionality of effective accountability and performance management mechanisms for Councillors and Officials.	
B	Basic Service Delivery	RENEW Our communities from low to high quality of life	B1	To improve access to sustainable basic services.	Improved access to basic services
			B2	To ensure that services are progressively expanded and maintained in all communities through proper planning.	
			B3	To promote sustainable and resilient infrastructure development and land use.	
C	Local Economic Development	REINVENT The economic from old to a new	C1	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.	Improved quality of life through the implementation of LED programmes.
D	Financial Viability and Management	RELEASE Human potential from low to high skills	D1	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.	Improved Municipal Financial and Administrative Capability
			D2	Sound financial management systems	
E	Good governance and Public participation	RE INTERGRATE With Gauteng and our neighbours to move from an edge to a frontier region	E1	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance, accountability and public participation.	Improved good decision-making processes and public participation.
			E2	To foster effective and efficient Inter-Governmental Relations (IGR).	
F	Cross Cutting Issues	REVIVE The environment from waste dumps to a green region	F1	To promote a healthy and safe environment which supports and creates an environmentally educated society.	Safe environment and educated society.

3.3. SUMMARY OF WATER SERVICES OPERATIONAL STRATEGIES

3.3.1. WATER SERVICES DEVELOPMENT PLAN (WSDP)

Lesedi Local Municipality as a Water Services Authority is required to compile the Water Services Development in terms of section 12(1) and (b) of the Water Services Act 108 of 1997. The plan must be reviewed annually and be approved along with the Integrated

Development Plan. The Water Services Development Plan provides strategic direction which will guide development around the municipality, with regard to availability of the scarce water resources.

SECTION D: SPATIAL DEVELOPMENT FRAMEWORK

3.3.2. WATER CONSERVATION AND WATER DEVELOPMENT PLAN (WC/WDM)

Water Conservation and Water Demand Management initiative is guided by the objectives of the National Local Government Turnaround Strategy, a comprehensive should include the following levels of intervention, technical, financial, social/socio economic, institutional and legal aspects. The implementation of WC/WDM at Municipal level has been inadequate for many years, despite South Africa being one of the driest countries in the world. Uncoordinated planning with regard to the implementation of

WC/WDM strategies is generally a major challenge in most Municipalities.

The overall objective of the Water Conservation and Water Demand Management strategy is to ensure the sustainability of the water supply service in the Municipality, by reducing non-revenue water and to ensure that an efficient and equitable water supply service is maintained to all consumers.

3.3.3. INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The development of Integrated Waste Management Plans is a requirement of certain organs of state, in terms of section 11 of the National Environmental Management: Waste Act 59 of 2008 (NEMWA) for Government to properly plan and manage waste. The process followed in developing the IWMP consisted of two phases; the first phase consisted of the situational analysis and the determination of the desired end state, for waste management within the Municipal jurisdiction, the second phase consists of identifying, evaluating alternative methods/Approaches to achieve the desired end state.

This report, the IWMP is a concise report including the information collated in the afore-said phases, which will provide the Municipality with a plan on how to effectively manage and improve the waste management service within the Municipality. The Municipality will be responsible for the implementation of the IWMP, evaluation, and the review of the plan to ensure that the specific objectives are met.

3.3.4. WASTE WATER RISK ABATEMENT PLAN (W2RAP)

Wastewater risk abatement plan is a living document which requires regular update. The W2RAP is in line with the Department of Water Affairs (DWA)'s Green Drop requirements. The plan should be aligned to the Lesedi Local Municipality's Integrated Development Plan (IDP) and the Water Services Development Plan (WSDP).

The use of a comprehensive risk assessment and risk management approach that includes all the various steps and aspects of wastewater catchment and treatment can be considered an effective means of consistently, responsibly and sustainably ensuring the safety of wastewater and its by-products. This approach and planning mechanism is referred to as Wastewater Risk Abatement Plan (W2RAP) which is similar to the World Health Organisation's (WHO) Water Safety Plan on the drinking water side.

The W2RAP is an initiative by the Water Research Commission (WRC) and the Department of Water Affairs to ensure responsible treatment and discharge or reuse of wastewater and its by-products. It focuses on public health and natural resource protection and balances all hazards and risks that may apply along the full value chain.

SECTION D: SPATIAL DEVELOPMENT FRAMEWORK

Section D: Spatial Development Framework

1 SPATIAL DEVELOPMENT TRENDS AND ISSUES

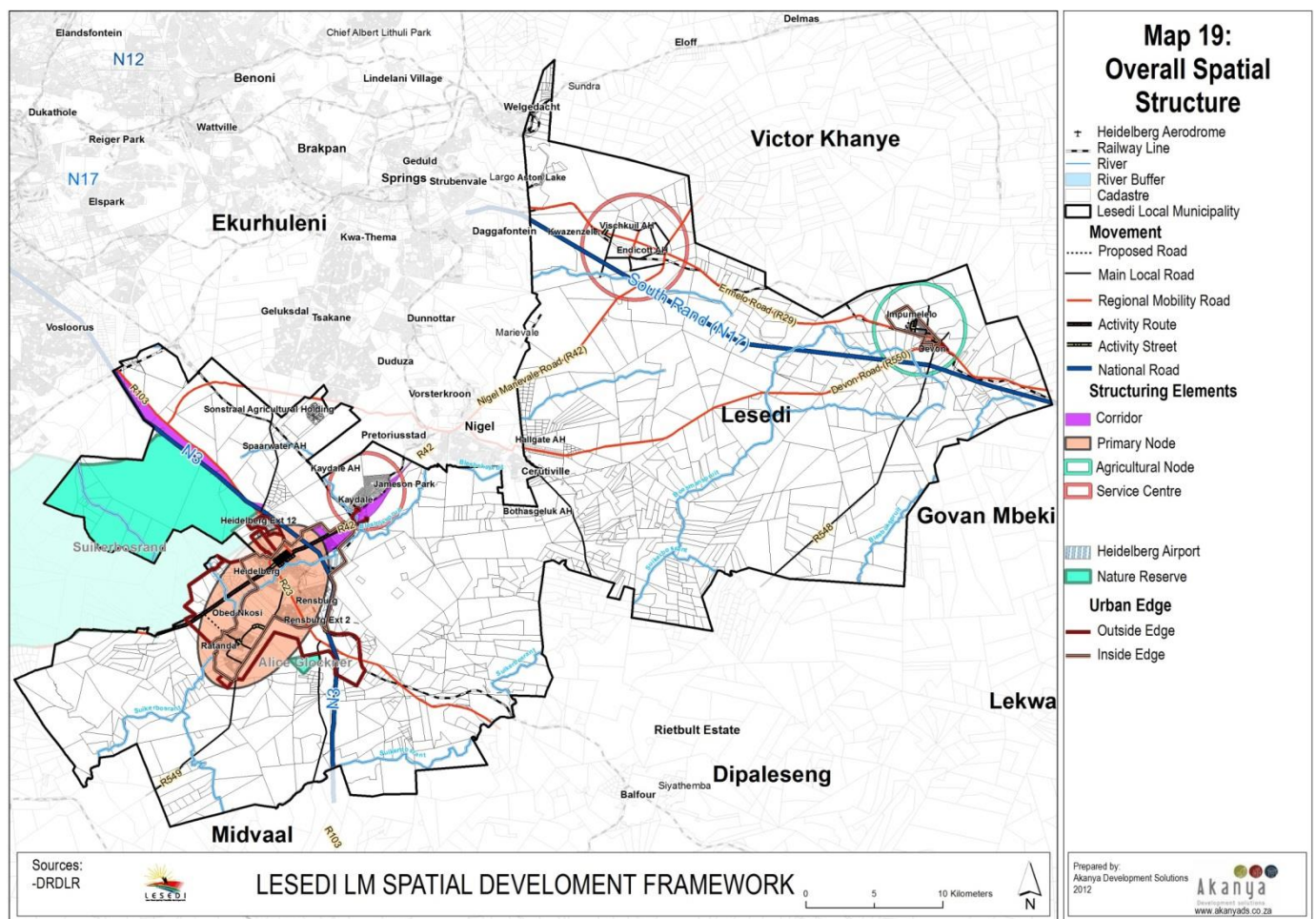
Lesedi is a predominantly rural area with two urbanized nodes, namely Heidelberg/Ratanda and Devon/Impumelelo. Development during the last decade has been concentrated in these two nodes, especially in Heidelberg/Ratanda. The overall rate of development was however slow.

The main spatial and land use issues, which should guide future development in Lesedi, have been identified as follows:

- Lesedi is situated on the edge of Gauteng and significant development cannot be expected here in the foreseeable future.
- The two national roads [N3 and N17] running through the area may however present some opportunities for development in the areas adjacent to them.
- The vast area of Lesedi and the low prevailing population densities combine to make the provision

and maintenance of infrastructure and other municipal services very costly. Future urban development should thus be concentrated in a few locations where bulk infrastructure is already available and where services can be maintained in as cost-effective a way as possible.

- The Lesedi area can be regarded as a very important resource to Gauteng in terms of food production, and this fact should be taken into consideration in the spatial planning of the area.
- Future spatial planning in Lesedi should protect the natural resources in the area and promote tourism/recreational development in those areas, which have potential for it [e.g. the areas adjacent to the Suikerbosrant nature reserve and the numerous watercourses, pans, dams and wetlands in the area].



Section D: Spatial Development Framework

1.1. DEVELOPMENT PRINCIPLES AND GUIDELINES

Future development in Lesedi should adhere to the main principles of the DFA and the Land Use Management Bill as set out in Section

3.2.1 of this Report. The following localized spatial guidelines have been identified for Lesedi:

CORRECTION OF HISTORICALLY DISTORTED SPATIAL PATTERNS

- *Integration of Ratanda with Heidelberg, and Devon with Impumelelo.*
- *Promotion of development in the rural areas.*

PROMOTION OF SPATIAL INTEGRATION

- *Promote urban infill development.*
- *Establish mixed-use areas.*
- *Create multi-functional rural service nodes [e.g. at Vischkuil].*

DISCOURAGEMENT OF URBAN SPRAWL AND THE PROMOTION OF MORE COMPACT TOWNS

- *Densification and urban infill development in Heidelberg/Ratanda and Devon/Impumelelo.*

PROMOTION OF A DIVERSE COMBINATION OF LAND USES, ALSO AT A DETAILED LEVEL.

- *Create activity nodes and spines.*

- *Create mixed-use areas, e.g. Heidelberg Zone of Opportunity and selected areas along N17.*
- *Promote value-adding activities in the agricultural areas.*

OPTIMIZATION OF THE USE OF EXISTING RESOURCES, INCLUDING BULK INFRASTRUCTURE

- *Concentrate development in those areas with spare capacity [e.g. Devon/Impumelelo and Heidelberg/Ratanda].*

SUSTAINABLE LAND DEVELOPMENT PATTERNS AND PRACTICES

- *No development to be allowed in ecologically sensitive areas, e.g. along watercourses, water bodies and wetlands.*
- *Promote the creation of self-sustaining communities. Discouragement of land invasions and ensuring equitable access to land*
- *Housing development in Heidelberg/Ratanda and Devon/Impumelelo.*
- *Land reform projects in the rural areas.*

1.2 THE SPATIAL DEVELOPMENT CONCEPT, PROPOSED DEVELOPMENT PATTERN AND MAJOR LAND USES

The spatial proposals are based on the following:

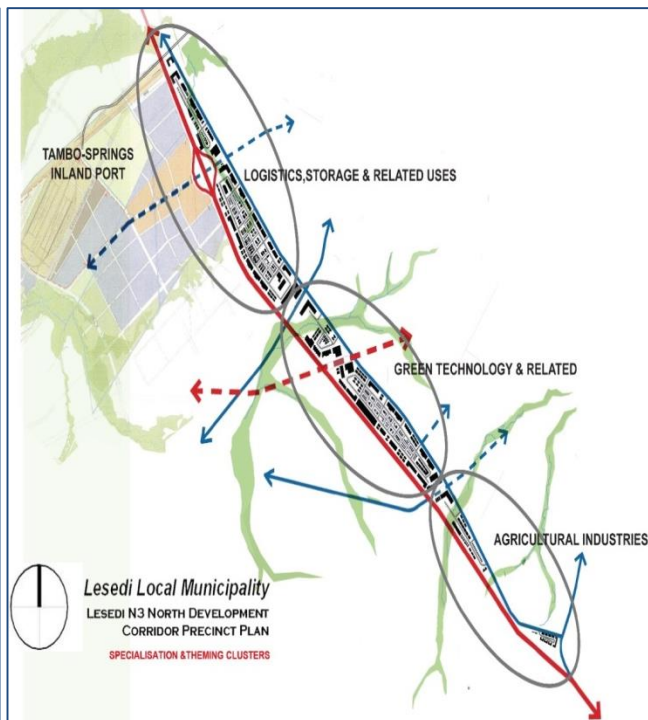
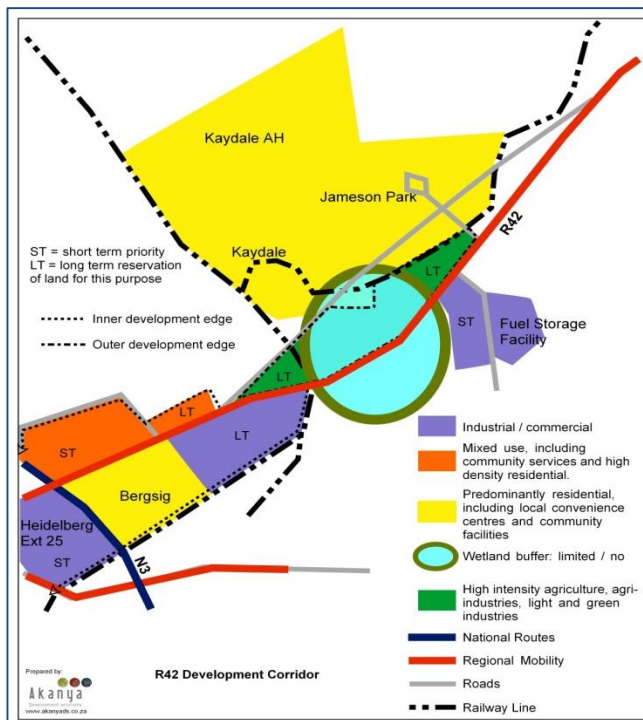
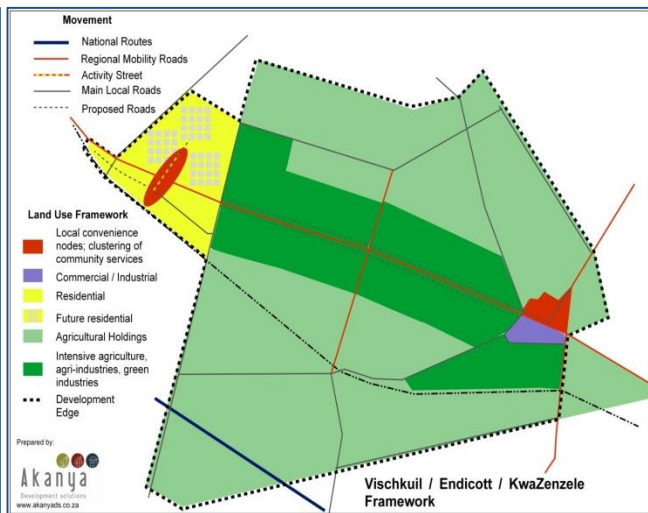
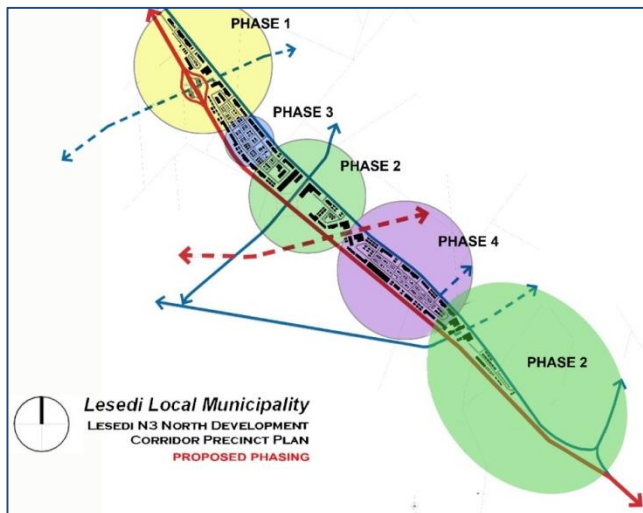
- *Future development should be concentrated in the existing urban areas, emerging nodes and in selected areas along the N3 and N17. The agricultural areas should essentially be utilized for agricultural and, in certain locations, eco-tourism and recreational purposes.*
- *The three urban nodes in the sub-region are Heidelberg/Ratanda, Nigel and Devon/Impumelelo, while Vischkuil/Endicott can be regarded as an emerging node.*
- *Two major development corridors are proposed, along the N17, linking Devon/Impumelelo and Vischkuil with the East Rand conurbation towards the west and Mpumalanga towards the east, and along the N3, linking Heidelberg/Ratanda with Johannesburg and Durban. Potential development energy along these routes should be harnessed.*
- *A secondary development corridor is proposed along Route R42, linking the Heidelberg/Ratanda, Nigel*

and Vischkuil nodes. Some development is already taking place along this corridor, e.g. Jameson Park.

- *The strip of land between Route R29 and Route N17 is demarcated as a "Zone of Opportunity" where future development opportunities linked to these two routes, as well as agricultural-based LED initiatives, should be pursued.*
- *Two ecological focus areas occur in the sub-region, namely the Blesbokspruit wetlands north of Nigel and west of Vischkuil/Endicott, and the Suikerbosrant Nature Reserve west of Heidelberg. These areas should be conserved and promoted as major eco-tourism and recreational centers. Ecological transition areas should be created around these resources.*
- *The Blesbokspruit, Suikerbosrant River and their various tributaries should also be regarded as ecologically sensitive areas and provide the potential for regional open space links throughout Lesedi.*
- *The Suikerbosrant hills are not utilized for cultivation of crops and the natural beauty of these areas make*

Section D: Spatial Development Framework

them suitable for eco-tourism and recreational activities, which can be undertaken in conjunction with grazing.



Section D: Spatial Development Framework

1.3 THE PROPOSED URBAN EDGE

Only Heidelberg/Ratanda has been included as an urban area in Lesedi, while the other urban areas [Devon/Impumelelo and

Jameson Park/Kaydale] have been ignored. Proposed extensions of the urban edge are motivated as follows:

HEIDELBERG/RATANDA

- It is proposed that the provincially demarcated urban edge be extended to include the area west of Jordaan Park, between the Suikerbosrant Nature Reserve in the north and the Blesbokspruit in the south. It is envisaged that this area will be utilized for future up market housing development. There are no vacant areas with potential for this type of future development situated within the currently demarcated urban edge, while there is a clear demand for such development. The Municipality has received a number of development proposals in the area within the proposed extension of the urban edge. Obviously any such future development should be

sensitive to the various environmental features in the area, e.g. the Nature Reserve, the river and the various natural open space linkages between the two.

DEVON/IMPUMELELO

- Devon/Impumelelo is a well-developed urban node on the eastern edge of Lesedi, abutting various major transportation routes. The proposed subsidy-linked township of Impumelelo x 2 is situated on the vacant land between Devon and Impumelelo and is on the verge of proclamation. This township is intended to house the current informal settlement in Impumelelo – as in the case of Jameson Park/Kaydale; Housing Dept. will not fund the project if it is outside the urban edge.

1.4 PRIORITY INTERVENTION ZONES

The priority development intervention zones and have been identified as follows:

HEIDELBERG/RATANDA

- See the detail proposals of the Greater Heidelberg Spatial Development Framework [contained in Section 5.4.7 hereunder].

JAMESON PARK

- Development here should be primarily focused on the upgrading of existing services and facilities, and the facilitation of formal housing.

VISCHKUIL/ENDICOTT

- This agricultural holding area is regarded as an emerging node. Detailed planning is required here, to

address aspects such as LED opportunities, land use, possible densification, etc.

DEVON/IMPUMELELO

- Detail planning of this area is required to address aspects such as detail land use, integration between Devon and Impumelelo, local nodes and spines, densification and infilling, etc.

THE N17 ZONE OF OPPORTUNITY

- As stated in Section 5.4.3 above this zone has potential for future development. A detail study of the development potential and opportunities in this zone is required.

Section D: Spatial Development Framework

1.5. GREATER HEIDELBERG SPATIAL DEVELOPMENT FRAMEWORK

The Greater Heidelberg Spatial Development Framework, which was formulated as part of the Greater Heidelberg LDO's, is

included here as a refinement of the Lesedi Spatial Development Framework.

STRATEGIC DEVELOPMENT ZONES

The Greater Heidelberg area can be classified into four broad zones as illustrated on the Development Framework Plan, each with its own unique circumstances requiring different development emphases.

The southern part of the study area can be classified as a zone of upliftment and intervention. This includes physical, social and economic upliftment and requires:

- *Upgrading of the total environment,*
- *Changing the character of the area from mono-functional to multi-functional with improved access to a range of opportunities and facilities,*
- *Relating the area to development opportunities to the north of it.*
- *The sparsely developed vacant land between Ratanda and Heidelberg provides opportunities for integration and in this zone the emphasis should be on:*
- *The provision of subsidy-linked housing to address the existing housing backlog;*
- *The creation of a wide range of land use opportunities adjacent to the proposed development corridor.*
- *In the zone of stability, which comprises most of the established urban development in the central and northern parts of the study area, the following should be paramount:*

- *To maintain existing service levels and environmental quality;*
- *To promote and improve the CBD as a major activity node;*
- *To improve linkages with Heidelberg Kloof to the north and with Ratanda to the south;*
- *To provide for mixed use and higher density residential development along the identified development corridors.*

The eastern part of the study area butting the N3 freeway south of the SANDF land, and including Bergsig, Heidelberg Extension 11 and the substantial pieces of vacant land, is classified as a zone of opportunity, where the accessibility and visibility conferred by the freeway can be used as a catalyst for development.

In this zone the emphasis should be on:

- *Attracting private development through marketing initiatives,*
- *Establishing a climate of certainty by means of formulating more detailed development strategies and plans for the area,*
- *Providing bulk engineering services when required;*
- *Improving access.*

CREATING COMPLEXITY

Given the socio-economic profile of urban dwellers in a developing society and the need for ease of access to employment opportunities and other urban amenities, it is believed that an urban system which is complex in its structuring and compact in its spatial extent offers a model that yields maximum opportunity and choice, greatest ease of use, maximum efficiency and optimal effectiveness. It is fundamentally this model that could assist in redressing spatial and structural inequities.

The Spatial Development Framework must thus seek out the urban logic that returns the system to complexity and its attendant opportunities. Regardless where one locates in the urban system, complexity, diversity, opportunity and choice must be inherent in its fabric. In addition one must be part of and have ready access to

a wider urban system in which the broader range of day-to-day needs can be met.

It is submitted that the goal of a complex, compact urban area can best be achieved by introducing three structuring elements, namely:

- *The promotion of activity nodes;*
- *The promotion of development corridors;*
- *The creation of mixed-use activity zones.*

These elements, as well as the other spatial proposals contained in the Development Framework Plan, are discussed in more detail hereunder.

ACTIVITY NODES

Activity nodes have the potential to be an important urban structuring device. Such nodes can be defined as those points in

the urban structure where access to a range of opportunities is greatest, where networks of association create diversity and

Section D: Spatial Development Framework

where people are able to satisfy the broadest range of their day-to-day needs.

Being points of maximum economic, social and infrastructural investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as a

primary device on which to anchor the structure of the urban system.

One existing node, two emerging nodes and one potential future major node have been identified in the study area and are shown on the Development Framework Plan.

HEIDELBERG CBD

Heidelberg CBD can be regarded as the only existing major activity node in the study area at present. This node is characterized by a wide range of land uses co-existing in relative harmony and offers most of the services and amenities sought by the local community.

In tandem with a policy to preserve the unique historic character of this node, further diversification and densification should be actively promoted, including the promotion of higher density residential opportunities. Furthermore, a functional linkage between the CBD and the Heidelberg Kloof resort directly to the north of it should be created, across Route R23.

SHALIMAR RIDGE BUSINESS CENTRE

Although this node can be regarded as a largely mono-functional shopping area, it is strategically located adjacent to the proposed Heidelberg Ratanda Development Corridor, the main open space linkage system, some institutional and sports facilities and the

industrial development on the eastern side of Route R23. Albeit of a limited nature, further diversification of this node can be expected and should be promoted.

RATANDA ADMINISTRATIVE CENTRE

An analysis of the land use pattern in Ratanda clearly demonstrates that the majority of existing community facilities and the greatest activity are concentrated around the intersection of Heidelberg and Protea Roads, between the old community hall on the north and the Ratanda sports stadium on the south. This node is centrally located to the surrounding community and substantial vacant land is available for densification and further development.

The further development of this node is of crucial importance to the Ratanda community and should be actively pursued, inter alia by means of canvassing RDP funding. Special attention should be given to the unique needs of the Ratanda community in the development of this node, e.g. the provision of facilities for informal trading and small-scale business, utilizing labour-based construction methods, etc.

ROUTE R42/N3 INTERSECTION

This location has been identified as a potential future major node, which could take advantage of the visibility conferred by the N3 freeway and the accessibility conferred by the existing intersection with Route R42. This site has potential for the location of various regional facilities, e.g. a casino, hotel, filling station/truck stop development, etc.

The local authority's role here should be confined to actively marketing the site to potential investors and to provide bulk infrastructural support when required.

Section D: Spatial Development Framework

DEVELOPMENT CORRIDORS

Development corridors or activity spines are characterized by the same mixed-use patterns of complexity and diversity as activity nodes. Movement corridors which "pick-up" exotic land uses can be regarded as major structuring elements within the urban environment. Movement flows along these corridors attract the establishment of various activities along them.

The accessibility characteristics associated with the linear nature of activity spines is particularly important in the re-structuring of the urban system given the ease with which broad sectors of the population can be drawn into the urban mainstream. Foot-bound populations will be able to gain ready access to the facilities and activities structured along these spines and the public and taxi transport routes along the spines will provide them with ready access to the wider system.

Activity spines also have the potential to act as "tendrils of development" stitching diverse parts of the urban fabric together by stimulating infill development around them. This potential is of particular relevance in the southern part of the study area, where Ratanda and Heidelberg need to be integrated.

Only two development corridors/activity spines are foreseen in the study area at this stage, namely a spine towards the south linking the CBD and Ratanda activity nodes and a spine towards the west linking the CBD with the proposed node abutting the R42/N3 intersection. It should be accepted that development around these spines will not happen overnight, but provision for them should nevertheless be made within the context of development over the longer time frame. In this regard it should also be noted that the proposed southern corridor already exhibits the characteristics of a rudimentary activity spine between the CBD and Shalimar Ridge.

MIXED-USE ACTIVITY AREA

This area is proposed in the Opportunity Zone abutting the N3 freeway to capitalize on possible development opportunities next to this major national route. It is envisaged that those businesses traditionally dependent on a high visibility profile, as well as

concerns involved and linked to transport between Durban and Gauteng may wish to locate here. A wide range of land uses should be allowed in this area.

MAJOR EMPLOYMENT AREAS

The major employment areas indicated in Greater Heidelberg will include the existing industrial areas and the mixed - use area proposed in the Opportunity Zone.

PRIORITY AREA FOR JOB CREATION

Growth in the formal economic sector will not adequately provide the growing number of job opportunities needed in the study area and the promotion of informal and small-scale business/industrial development should be pursued vigorously. In this regard a priority area for such development is set aside north of Ratanda abutting Route 549 on the western side, between this road and the northern link road between Ratanda and Heidelberg.

Development in this area should be specifically aimed at the creation of opportunities for the Ratanda community and should be undertaken in partnership with this community, while business and skills training should form an integral part of it. RDP funding should be canvassed, while organizations such as the SBDC should also be approached.

PRIORITY AREA FOR HOUSING PROVISION

As stated previously, substantial land will be required for the provision of subsidy-linked housing during the next five years. It is proposed that this development should take place in the

integration zone between Heidelberg and Ratanda, as indicated on the Development Framework Plan.

Section D: Spatial Development Framework

MAJOR RECREATION NODES

As far as the major recreational nodes indicated on the Development Framework Plan are concerned, the emphasis should be on:

- *Upgrading of the Ratanda stadium,*
- *Providing a functional linkage between the Heidelberg Kloof estate and the CBD.*

OPEN SPACE LINKAGE SYSTEM

It is proposed that the open space system illustrated in the Development Framework Plan be approved as the main open space system of Greater Heidelberg and that all efforts be made to conserve this system in such a way that it supports the urban environment. A partnership between the local authority and the community to share the responsibility of conserving this system is deemed of the utmost importance.

The development of an urban trail within this system linking the conservation area, the major recreational facilities and the historic buildings and tourist attractions in Heidelberg should be considered. Such a trail will not only fulfil a recreational function, but will also be of educational value, e.g. to the school children of the various communities in the study area.

CONCLUSION

The development framework indicated on the plan and discussed above provides a spatial rationale for sustained and integrated future development within the study area. It is however general in nature and provides broad guidelines only.

Detailed planning will have to be done for specific areas prior to the implementation of the proposals.

SECTION E : IMPLEMENTATION PLAN

Section E: Implementation Plan

1. INTRODUCTION

A total of 12 capital projects were identified in 2015/16 to address the six (6) Key Performance areas. During the 2016/17 IDP exercise all these projects were reviewed in terms of progress, future expected funding and their continued relevance in terms of addressing the strategic objectives. Projects were revised in terms of budgetary requirements and time-frames, some projects were cancelled or incorporated into other projects, and new projects were identified.

It is recognized that the funding expectations as reflected in the project list seems optimistic and that funding for all projects may probably not be forthcoming during the next 3 years. However, all projects were listed as a true reflection of the most urgent needs in Lesedi, and the project list will form the basis of future capital budgeting and funding applications by the local authority. Should adequate funding not be forthcoming, the Council will do further prioritization.

2. THE APPROACH TOWARDS SELECTION OF PROJECTS

The main factors that were taken into account by Lesedi during the selection of projects included the following:

STRATEGIC DIRECTION

The sectorial strategic guidelines and strategies pertaining to priority issues suggested certain projects.

NEEDS EXPRESSED BY COMMUNITIES AND OTHER ROLE PLAYERS

Most projects that were selected are in response to needs expressed by local communities in the area.

GRANT FUNDING

All projects for which grant funding has already been secured were included.

CONTINUITY

Many capital projects run over more than one financial year. All current projects, which will run over into the 2013/14 financial year, were included.

THE EQUITY PRINCIPLE

The need to balance the capital budget between upliftment of previously disadvantaged areas and maintenance of established areas was one of the main principles behind selection. The dynamics of this principle is schematically illustrated in figure below.

SECTION E: IMPLEMENTATION PLAN

3. PROJECT PRIORITIZATION CRITERIA

Should the need arise to further prioritize competing projects, six main criteria, each with a number of sub criteria; will be used to rank competing projects, as set out in tabular format below.

MAIN CRITERIA	SUB CRITERIA
1. Basic Needs	1.1 Will the project address the provision of essential services of a basic level of service to low-income households?
	1.2 Will the project contribute towards the mobility of communities/households?
	1.3 Is there strong community/consumer/political support for the project on environmental grounds?
	1.4 Will the project contribute to the improvement of the local environment?
2. Economic Development & Job Creation	2.1 What is the economic cost benefit of the project?
	2.2 Will the project contribute significantly to the promotion of the area's economic base or comparative advantage?
	2.3 What possible potential has this project for Private Sector Partnerships?
	2.4 Does the project have the potential to increase levels of income, particularly for low-income communities?
	2.5 What is the local labour content during the construction period? (Local labour cost as a percentage of total value of project)
	2.6 From a preliminary analysis, what is the potential for SMME / Local Contractor development?
	2.7 Will the project contribute towards significant long-term employment opportunities?
	2.8 Will the project contribute towards significant skills transfer and/or capacity building for disadvantaged groups?
3. Affordability / Sustainability	3.1 Are the levels of service of this project affordable to the income level of the target households/consumers?
	3.2 Is design and specification of the project technologically appropriate, economically structured and makes use of local resources?
	3.3 Is the project income generating for the organisation?
	3.4 From preliminary analysis, what is the environmental impact of this project?
	3.5 As a proportion of the capital cost, estimate the annual operational/maintenance cost on completion?
	3.6 Is there sufficient institutional capacity to implement/maintain the project during the project life?
4. Integration	4.1 The project in support of negotiated and approved IDP goals and objectives?
	4.2 Is the project in support of Provincial and National goals and objectives?
	4.3 Is the project part of an approved programme of projects?
	4.4 Is the project in any way obstructive to development efforts of other levels of government?
	4.5 Will the implementation of the project lead to successful racial integration?
5. Equity and Redistribution	5.1 Will disadvantaged community's share in the benefit of this project?
	5.2 Will the project impact on the Lesedi society as a whole?
	5.3 Will the project provide for gender equality?
	5.4 Will the project provide for the disabled?
6. Efficiency	6.1 Will the project make better utilization of available resources without any additional capital or operating expenses?
	6.2 Will the project significantly increase the productivity of the local municipality?
	6.3 Will the implementation of the project promote the efficient functioning of the urban and rural areas?
	6.4 Will the project lead to better efficiency in the governance of a local area?
	6.5 Will the Project contribute to Human Resource development?

SECTION E: IMPLEMENTATION PLAN

4. CAPITAL & OPERATIONAL PROJECTS

Project No	Project Description	Expense Type	Total Project Cost	Implementation / Funding					
				2015/16		2016/17		2017/18	
				LLM	OTHER	LLM	OTHER	LLM	OTHER
Strategic Objective A1 : Continuously create a conducive environment through the implementation of organisational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate									
A1.1	Organisational re-engineering	Operational	Completed		CoGTA				
Strategic Objective A2: Empowering employees through focused and continuous professional/ skills development.									
A2.1	Fuel management systems upgrade	Operational	Completed	Internal					
A2.2	Fleet management system and project upgrade	Operational	Completed	Internal					
A2.3	Automation of PMS	Operational	Completed		CoGTA				
A2.4	IT infrastructure and software upgrade	Operational	Not yet funded			Internal	MSIG		
Strategic Objective A3: Development and functionality of effective accountability and performance management mechanisms for Councillors and Officials.									
A4.1		Operational			CoGTA				

SECTION E: IMPLEMENTATION PLAN

Project No	Project Description	Expense Type	Total Project Cost	Implementation / Funding					
				2015/16		2016/17		2017/18	
				LLM	OTHER	LLM	OTHER	LLM	OTHER
Strategic Objective B1 : To improve access to sustainable basic services..									
B1.1	Meter Audits	Operational							
B1.2	Upgrade water pipeline in H/berg	Capital	R 8 000 000.00	R 2 000 000.00		R 2 000 000.00		R 4 000 000.00	
B1.3	Installation of protective meter kiosk	Capital	R 8 000 000.00			R 4 000 000.00		R 4 000 000.00	
B1.4	Energy efficiency project	Capital	R 6 000 000.00				DOE R 3 000 000.00		DOE R 3 000 000.00
B1.5	Water conservation and demand management	Capital	R 63 000 000.00				SALGA/RW/ACIP R 31 500 000.00		SALGA/RW/ACIP R 31 500 000.00
B1.6	HIV/AIDS Ward Coordination	Operational			Gauteng CoGTA				
B1.7	Early Childhood Development Program	Operational		Internal R87 000		Internal R114 000		Internal R150 000	

SECTION E: IMPLEMENTATION PLAN

Strategic Objective B2: To ensure that services are progressively expanded and maintained in all communities through proper planning.

B2.1	Vischkuil water tower	Capital	R 7 500 000.00		MIG R 7 500 000.00				
B2.2	kwa-zenzele road & storm water	Capital	R 9 800 000.00		MIG R 3 500 000.00		MIG R 3 500 000.00		MIG R 2 800 000.00
B2.3	Ratanda X8 road & storm water	Capital							
B2.4	Obed Nkosi electrification	Capital	R 86 000 000.00		INEG R 30 000 000.00		INEG R 30 000 000.00		INEG R 30 000 000.00
B2.5	Upgrade R549 11kV line	Capital							
B2.6	Expansion of Vischkuil WWTW	Capital	R 8 000 000.00		Housing/DWS /ACIP R 8 000 000.00				
B2.7	Water & Sanitation Masterplan	Capital	R 700 000.00			Internal	DWA		
B2.8	Water Service Development Plan	Capital	R 700 000.00			Internal	DWA		

SECTION E: IMPLEMENTATION PLAN

B2.9	Roads & Stormwater Masterplan	Capital	R 700 000.00			internal	COGTA		
B2.10	Electricity Masterplan	Capital	R 700 000.00			internal	COGTA		
B2.11	Water Conservation and Demand Management Implementation	Capital	R 5 000 000.00		SALGA 5 000 000.00				
B2.12	Emmasdale, Devon Pump Station Back-up Power Supply	Capital	R 3 600 000.00	Internal R 3 600 000.00					
B2.13	Sewer Network Upgrade	Capital	R 8 000 000.00	Internal R8 000 000.00					
B2.14	2x Refuse removal Trucks	Capital							
B2.15	Upgrade of low voltage network in H/berg	Capital	R 400 000.00	Internal R 400 000.00					
B2.16	4x one ton bakkies	Capital							
B2.17	Impumelelo Road and Stormwater	Capital	R12 000 000.00		DRDLR R12 000 000.00				
B2.18	Jameson Park roads & storm water (Multi year)	Capital	R 10 000 000.00	R 3 400 000.00 internal		R 3 300 000.00 internal		R 3 300 000.00 internal	

SECTION E: IMPLEMENTATION PLAN

B2.19	Extension of Ekuthuleni Cemetery	Capital	R1 500 000.00	Internal R1 500 000.00					
B2.20	Fencing Devon Regional Cemetery	Capital	R1 000 000.00	Internal R1 000 000.00					
B2.21	Traffic Vehicles								
B2.22	Construction of a new Clinic H/berg CBD	Capital	R 6 000 000.00		Health Dept				
B2.23	Extension and Upgrading of Vischkuil Clinic, Jamesonpark clinic, Ratanda Clinic, Rensburg Clinic, Impumelelo Clinic and Ratanda X7 clinic	Capital	No Funds Committed		Health dept				
B2.24	Construction of CRUs in Ratanda Shalimar Ridge	Capital			Housing				
B2.25	Construction of 1000 houses at Obed Nkosi	Capital			Housing				
B2.26	Installation of services at Ratanda X8, 238 stands/ Toilet Top structures	Capital			Housing				
B2.27	Construction of 130 houses in Ratanda Extensions.	Capital			Housing				

SECTION E: IMPLEMENTATION PLAN

B2.28	Kwazenzele phase 2 Housing Project (planning stage)	Capital							
B2.29	Impumelelo X3/4 Housing Project (planning stage)	Capital			Housing				
B2.30	Finance Linked Individual Subsidy Program	Capital			Housing				
B2.31	Kwazenzele Phase 2 electrification	Capital	R30 000 000		INEG R15 000 000		INEG R15 000 000		
B2.32	Impumelelo X3 & X4 Electrification	Capital	R51 000 000		INEG R10 000 000		INEG R20 000 000		INEG R21 000 000

SECTION E: IMPLEMENTATION PLAN

Project No	Project Description	Expense Type	Total Project Cost	Implementation / Funding					
				2015/16		2016/17		2017/18	
				LLM	OTHER	LLM	OTHER	LLM	OTHER
Strategic Objective B3 : To promote sustainable and resilient infrastructure development and land use									
B3.1	Repair/Resealing of Roads	Operational		Internal R6 000 000					
B3.2	Maintenance of municipal buildings	Operational		Internal R1 200 000.00					

SECTION E: IMPLEMENTATION PLAN

Project No	Project Description	Expense Type	Total Project Cost	Implementation / Funding						
				2015/16		2016/17		2017/18		
				LLM	OTHER	LLM	OTHER	LLM	OTHER	
Strategic Objective C1 : To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.										
C1.1	Staff Training	Operational		Internal						
	Outreach programme									
C1.2	Implementation LED Strategy	Capital	Not yet funded		External					
C1.3	Rensburg Ext 4 - township Est	Capital	R500 000.00	Internal R500 000.00						
C1.4	Beautification of Ratanda	Capital	R6 000 000		DEA					
C1.5	Formalising Langzekoegat settlement	Capital	R5 000 000		DRDLR					
C1.6	Informal Trading Areas	Capital	R350 000.00		Internal					
C1.7	Devon Tannery (EIA)	Capital	R600 000.00		GDARD					
C1.8	Brick Making Factory	Capital		Internal	DRDLR					
C1.8	Transnet Bulk liquid Terminal	Flagship	private							
C1.9	Vopak-Reatile Bulk liquid Terminal	Flagship	private							
C1.10	Heidelberg mall	Flagship	Completed							

SECTION E: IMPLEMENTATION PLAN

C1.11	Zone of Opportunity	Flagship - PPP	Not yet funded							
C1.12	Enterprise development initiatives		Not yet funded							
C1.13	Agriculture development initiatives (CRDP)				DRDLR					

Project No	Project Description	Expense Type	Total Project Cost	Implementation / Funding					
				2015/16		2016/17		2017/18	
				LLM	OTHER	LLM	OTHER	LLM	OTHER
Strategic Objective D1: To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.									
D1.1	Municipal Billboards	Operational		Internal					
D1.2	Debt Management	Operational		Internal					
D1.3	Tariff structure review	Operational		Internal					
D1.4	Data Cleansing Project	Operational		Internal					
Strategic Objective D2: Improve expenditure management and controls									
D2.1	Automated Contract Management System	Operational		Internal					
D2.2	IDP/Budget Reveiw	Operational		Internal R275 000.00	MSIG R100 000.00				

SECTION E: IMPLEMENTATION PLAN

Project No	Project Description	Expense Type	Total Project Cost	Implementation / Funding					
				2015/16		2016/17		2017/18	
				LLM	OTHER	LLM	OTHER	LLM	OTHER
Strategic Objective E1: To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance, accountability and public participation.									
E1.1	Ward Committee System	Operational			MSIG		MSIG		MSIG
E1.2	Mayoral Imbizos	Operational			MSIG		MSIG		MSIG
E2.1	Council meetings	operational		Internal					
E2.2	Audit committee	operational		Internal					
E2.3	MPAC	operational		Internal					
E2.4	SCM Management	operational		Internal					
E2.5	Petition Committee	oprational		Internal					
E2.6	Independent Fraud and corruption hotline.	operational			Public Service Commission				
Strategic Objective E2: To foster effective and efficient Inter-Governmental Relations (IGR).									

SECTION E: IMPLEMENTATION PLAN

Project No	Project Description	Expense Type	Total Project Cost	Implementation / Funding					
				2015/16		2016/17		2017/18	
				LLM	OTHER	LLM	OTHER	LLM	OTHER
Strategic Objective F1: To promote a healthy and safe environment which supports and creates an environmentally educated society.									
F1.1	Formalisation of informal settlements	Capital					CoGTA/ Housing		
F1.2	Implementation Of Ratanda Precinct Plan	Capital	Not yet funded				External (NDPG) DRDLR		
F1.3	Establishment Of Devon Landfill site	Capital							
F1.4	Rehabilitation of Poortjie/ Langlaagte Dumping Site	Capital							

SECTION F: FINANCIAL PLAN

SECTION F: FINANCIAL PLAN

1. FINANCIAL STRATEGY

1.1. BACKGROUND

The core strategies of Lesedi Local Municipality are as follows:

- To improve and provide services that are cost effective, efficient, readily available, sustainable and affordable to the community in such a manner that is key function thereof.
- To empower the human resource component of Council to the extent that productivity will be a continuous benchmark to improve upon and monitored to ensure efficiency.
- To determine and analyze community needs through the various mechanisms in order to ensure client/community satisfaction.
- To facilitate growth and development of the area of jurisdiction in order to improve the quality of life for all inhabitants of the municipality.
- Commitment to excellence.
- Good Governance.
- To create financial viability.

In terms Section 152 of the Constitution of the Republic of South Africa (act of 1996), subsection 2 – A, municipalities must strive, within its financial and administrative capacity, to achieve the following objectives of local government:

- To provide democratic and accountable government for local communities;

- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities in the matters of local government.

The Municipal Systems Act, 2000 further stipulates that municipalities must formulate Integrated Development Plans [IDP's]. Such Integrated Development Plans must:

- Be a single, inclusive and strategic plan for development for the municipality;
- Link, integrate and co-ordinate plans and proposals for development of the municipality;
- Align resources and capacity;
- Form policy framework for annual budgets;
- Be compatible with other spheres development plans.

Based on the political, administrative and legal environment created by the national legislative framework for local government, Lesedi Local Municipality has better positioned itself by designing financial strategies that are compatible to current legislation. These strategies are outlined below.

1.2. REVENUE RAISING STRATEGY

The intention of National Government to decrease the number of municipalities and the introduction of new municipal boundaries was to ensure a sustainable, responsible, efficient and effective local government system.

Section 96[b] of the Local Government Municipal Systems Act, Act No. 32 of 2000, provides that a Council must adopt, maintain and implement a credit control and debt collection policy, which is consistent with its rates and tariff policies and complies with the provisions of that Act.

Lesedi Local Municipality has adopted a Credit Control and Debt Collection policy that is aimed specifically at raising the revenue base of Council. The main objectives of this policy are to:

- Ensure that all monies due and payable to Council are collected.
- Provide for credit control procedures and mechanisms as well as debt collection procedures and mechanisms.

- Provide for indigents in a way that is consistent with rates and tariff policies and any national policy on indigents.
- Set realistic targets consistent with generally recognized accounting practices and collection ratios and the estimates of income set in the budget less an acceptable provision for bad debts.
- Provide for interest on arrears, where appropriate.
- Provide for extensions of time for payment of accounts.
- Provide for termination of services or the restriction of the provision of services when payments are in arrears.
- Provide for matters relating to unauthorized consumption of services, theft and damages.

SECTION F: FINANCIAL PLAN

1.3. ASSET MANAGEMENT STRATEGY

The Generally Accepted Municipal Accounting Principles [GAMAP] requirement indicates that it will no longer be good enough merely to have an entry in the financial statement reflecting the value of assets. The requirement is for an asset register substantiating the financial entry.

Combined Systems Solutions has been appointed to work on the Council's register for compliance to GRAP / GAMAP's requirement of assets reflecting purchase price, accumulated depreciation, depreciation as well as the book value.

Section 35[g] of the Local Government: Municipal Finance Management Bill, 2000 defines one of the responsibilities of the Municipal Manager as being responsible for the management of:

- *The assets of the municipality, including the safeguarding and the maintenance of those assets; and*
- *The liabilities of the municipality.*

Council has already ratified and adopted a Fixed Asset management Policy. Such a policy mainly incorporates and defines the following concepts:

- *Definition of a fixed asset.*
- *Role of the Municipal Manager and the Chief Financial Officer.*
- *Format and classification of the fixed asset register.*
- *Recognition of heritage and donated assets.*
- *Identification and safekeeping of fixed assets.*
- *Procedure for loss, theft, destruction, or impairment of fixed assets.*
- *Capital criteria: Material value, Intangible items: Reinstatement and maintenance expenses.*
- *Maintenance Plans, Deferred maintenance, General maintenance.*
- *Depreciation: Rate, Method, Alternative methods.*
- *Amendment of asset lives.*
- *Creation of Non-Distributable Reserves.*
- *Carrying values and Revaluation of fixed assets.*
- *Verification, Alienation and Write offs of fixed assets.*
- *Insurance of fixed assets and Replacement norms.*

SECTION F: FINANCIAL PLAN

1.4. FINANCIAL MANAGEMENT STRATEGY

Section 2 of the Local Government: Municipal Finance Management Act, (Act No.56 of 2003) authorizes the National Treasury to prescribe uniform treasury norms and standards for:

- *Municipalities, including financial management in municipalities; and*
- *Municipal entities, including financial management in municipal entities.*

The Draft Financial By-Law has been compiled and due for comments before it can be ratified and adopted by Council. This document focuses on the responsibilities of the Municipal Manager, Chief Financial Officer and Heads of Departments and Council officials with regard to financial management. It also regulates the conduct of all Council officials as far as financial practice is concerned. The Financial By-Law entails the following:

- *Budgets*
- *Reports Affecting Finances.*
- *Income.*
- *Expenditure.*

- *Recovery of Losses.*
- *Credit Rating.*
- *Procurement, Tender and Contracts.*
- *Good and Materials.*
- *Payments.*
- *Salaries, Wages and Allowances.*
- *Loans.*
- *Investments.*
- *Insurance.*
- *Accounting.*
- *Audit Committee.*
- *Intern Audit.*
- *Assets.*
- *Alienation of immovable property (land).*
- *Information Systems.*

1.5. OPERATIONAL AND CAPITAL FINANCING STRATEGY

1.5.1. OPERATIONAL FINANCING STRATEGY

The operational financing is mainly derived from services such as:

- *Electricity;*
- *Water;*
- *Sewerage;*
- *Cleansing,*

- *Property Rates; and*
- *Other income [e.g. Fire Service, cemeteries, traffic, etc.].*

Council should explore other avenues of operational financing such establishing municipal entities or entering into partnerships with other stakeholders in local government.

SECTION F: FINANCIAL PLAN

1.5.2. CAPITAL FINANCING STRATEGY

Section 45 subsection 1[b] of the Local Government, Municipal Finance Management Act, (Act No 56 of 2003) stipulates that a municipality may incur short term debt only when necessary to bridge capital needs within a financial year in anticipation of funds deriving from specific and enforceable allocations or long term debt commitments.

Section 46 subsection 1[a] of the Local Government, Municipal Finance Management Act, (Act No.56 of 2003) provides for a municipality to incur long term debt only for purpose of capital expenditure on property, plant and equipment to be used for the purpose of achieving the objects of local government as set out in section 152 of the Constitution.

In order to implement budgeted capital projects, Lesedi Local Municipality mainly source financing from:

Grants [eg. NER, CMIP, Sedibeng District Municipality, Provincial Government, National Government and other sources].

- *Asset Financing Fund [Internal loans] and [Cash-based].*
- *External Financing Fund [external loans].*

1.6. COST-EFFECTIVENESS

As in the case of the private sector, municipalities need to analyze all their activities and shed those that are not essential. These activities should be carried out in a most cost-effective manner. Essential services should further be analyzed into those that are core to be municipality and those that are non-core.

Non-core functions usually outsourced to service providers include:

- *Accounting, finance and treasury.*
- *Human resource and payroll.*
- *Real estate and fixed assets.*
- *Internal auditing.*
- *Purchases and procurements.*

Lesedi local Municipality is currently outsourcing the Internal Audit function and meter readings. In terms of Section 44 of the Local Government, Municipal Systems Act, Act No. 32 of 2000 a municipality, in a manner determined by its council, must make known, internally and to the public, the key performance indicators and performance targets set by it for purposes of its performance management system.

The cost-effectiveness of Council will mainly be measured by implementing realistic Performance Management Systems [PMS] on each Project Milestone. This will materialize by adhering to the following guideline:

- *Setting appropriate targets and Key Performance Indicators [KPI's].*
- *Setting measurable outcomes and impacts.*
- *Annual performance monitoring*

SECTION G: ORGANISATIONAL PERFORMANCE

SECTION H. ANNUAL OPERATIONAL PLAN

1. DRAFT SDBIP

1.1 OFFICE OF THE MUNICIPAL MANAGER

Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 1: Municipal transformation and institutional development	Continuously create a conducive environment through the implementation of organisational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.	Participate in customer satisfaction survey.	Rating level of service satisfaction by external clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	External survey results
		Participate in customer satisfaction survey.	Rating level of service satisfaction by internal clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	Internal survey results
NKPA 2: Basic Service Delivery	To improve access to sustainable basic services.	Conduct mass indigent registration, improve communication on indigents, and conduct educational campaigns on indigents.	Number of indigent households receiving free basic electricity. [Incremental]	5000	8000	4337	N/A	1250	1250	1250	1250	Indigent register
		Manage service delivery backlog.	% average access to service delivery key focus areas. [Minimum Threshold]	96%	100%	95%	N/A	96%	96%	96%	96%	Service delivery backlog reports

NKPA3 : Local Economic Development	To facilitate growth and development of the local economy, though, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.	To monitor progress towards achieving the desired output in the LED strategy.	The number of LED projects facilitated as per LED dashboard. [Cumulative]	11	15	10	15	2	5	9	11	LED Committee dashboard
		To monitor the implementation of Enterprise Development Policy.	Number of emerging enterprises developed. [Cumulative]	75	100	63	100	10	25	50	75	Purchase order register and a profile of director register
		To facilitate the development of the spatial plan.	Spatial Development Plan. [Maximum Threshold]	1	1	N/A	N/A	N/A	N/A	1	N/A	Spatial development plan
NKPA 4: Financial Viability and Management	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.	Monitoring of expenditure.	% of budget spent vs actual. [Cumulative]	95%	100%	100%	N/A	10%	35%	60%	95%	Expenditure reports
		Monitor the usage of MIG funds.	% of grant funds spent on projects within the allocated budget. [Cumulative]	95%	100%	N/A	N/A	10%	35%	60%	95%	Grant Register/Financial Report
		Develop and implement of the Revenue Enhancement Strategy.	% implementation of activities in the Revenue Enhancement Strategy. [Cumulative]	50%	100%	N/A	N/A	N/A	10%	30%	50%	Revenue enhancement dashboard.
NKPA5: Good Governance & Public Participation	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance,	Implementation of key steps outlined in the Performance Management Policy.	% compliance with the Performance Management Policy. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	Performance Compliance Report

accountability and public participation.												
	Implementation of the Audit Committee resolutions.	% of performance audit committee resolution implemented. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	100%	Minutes of the Audit Committee meetings (matters arising).
	Develop/review the performance contract of section 57 managers and ensure that they sign the performance agreements.	Number of section 56/7 performance contracts signed. [Maximum Threshold]	5	5	5	N/A	5	N/A	N/A	N/A	N/A	Copies of signed performance contracts
	Regular monitoring the implementation of matters arising pending list.	% of Council resolutions implemented, including that of its committees and sub-committees. [Minimum Threshold]	90%	100%	100%	N/A	90%	90%	90%	90%	90%	After care document
	Submission of the Annual Report to Council.	Annual Report. [Maximum Threshold]	1	1	1	N/A	N/A	N/A	1	N/A	N/A	Council Agenda
	Review and submit the SDBIP to the Mayor for approval.	Number of SDBIP reviews conducted. [Maximum Threshold]	1	1	1	N/A	1	N/A	N/A	N/A	N/A	Approved SDBIP
	Review and submission of the IDP.	Number of IDP reviews conducted. [Maximum Threshold]	1	1	1	N/A	N/A	N/A	1	N/A	N/A	Council Agenda
	Monitoring the implementation of audit action plans identified by Auditor General (AG).	% implementation of AG audit action plans. [Minimum Threshold]	80%	100%	51	N/A	N/A	N/A	80%	80%	80%	AG dashboard
	Monitoring the implementation of	% implementation of internal audit action	80%	100%	85	N/A	N/A	N/A	N/A	80%	80%	Internal audit dashboard

		internal audit action plans.	plan. [Minimum Threshold]									
		Monitoring the implementation of strategic risk action plans.	% implementation of strategic risk action plans. [Minimum Threshold]	80%	100%	21	29%	N/A	80%	80%	80%	Risk dashboard

1.2 CORPORATE SERVICES DEPARTMENT

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA1: Municipal transformation and institutional development	Continuously create a conducive environment through the implementation of organisational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.	Participate in customer satisfaction survey.	Rating level of service satisfaction by external clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	External survey results
		Participate in customer satisfaction survey.	Rating level of service satisfaction by internal clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	Internal survey results
		Conduct customer satisfaction survey.	Number of surveys conducted. [Incremental]	2	2	2	N/A	N/A	1	N/A	1	Customer survey results
		Develop a Customer Relationship Management (CRM) Strategy.	Customer Relationship Management Strategy. [Maximum Threshold]	1	1	N/A	N/A	N/A	1	N/A	N/A	Approved Customer Relationship Management Strategy
		Implementation of the CRM Plan.	% implementation of activities outlined	100%	100%	N/A	N/A	N/A	20%	60%	100%	CRM implementation project plan.

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 2: Basic Service Delivery			in the CRM plan. [Cumulative]									
		To fill vacant positions within a reasonable time.	Average number of days taken to finalise appointments. [Maximum Threshold]	60 days	60 days	90 days	N/A	60 days	60 days	60 days	60 days	Recruitment documents (recruitment file)
		Implementation of the ICT Master Systems Plan.	% implementation of the activities outlined in the ICT Master Systems Plan. [Cumulative]	100%	100%	60%	N/A	25%	50%	75%	100%	Master Systems plan Project Implementation Plan
		Implement Workplace Skills Plan (WSP) as aligned to HRD strategy to improve proficiency levels of employees.	Number of employees trained according to WSP. [Maximum Threshold]	322	322	322	N/A	322	N/A	N/A	N/A	WSP report
	To improve access to sustainable basic services.	Implementation of key steps outlined in the Fleet and Fuel Management policy.	% compliance with Fleet and Fuel Management policy. [Maximum Threshold]	100%	100%	60%	40%	100%	100%	100%	100%	Quarterly Fleet and Fuel Management exception report
		Implementation of key steps outlined in Security Management policy.	% compliance Security Management policy. [Maximum Threshold]	100%	100%	80%	20%	100%	100%	100%	100%	Quarterly security management reports
	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.	Review of the Human Resource Development (HRD) Strategy.	Human Resource Development Strategy. [Maximum Threshold]	1	1	N/A	N/A	N/A	1	N/A	N/A	Approved Human Resource Development strategy
NKPA 3: Local Economic Development												

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 4: Financial Viability and Management		Implementation of the Human Resource Development Strategy	Number of employees that are developed as per the HRD strategy. [Maximum Threshold]	168	1	162	N/A	N/A	N/A	N/A	168	HRD reports
		Assist indigent students with registration fees	Number of students who have been assisted financially. [Maximum Threshold]	18	80	13	N/A	18	N/A	N/A	N/A	Promissory note
		Identification of learners and unemployed graduates to assist them in gaining the necessary skills and experience.	Number of learnership and internships opportunities created. [Maximum Threshold]	68	68	144	N/A	68	N/A	N/A	N/A	Learnership and internship reports
	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.	Monitoring of expenditure.	% of OPEX spent within the allocated budget. [Cumulative]	80%	100%	N/A	N/A	5%	25%	50%	80%	Expenditure reports
		Monitoring of expenditure.	% of CAPEX spent within the allocated budget. [Cumulative]	100%	100%	101.26%	N/A	5%	25%	50%	100%	Expenditure reports
		Ensure compliance with SCM procedures.	Maintain the number of deviations to an acceptable level (annual deviations should not exceed 10). [Cumulative]	10	N/A	15	N/A	2	4	7	10	SCM Deviation register (number of deviations for each department)
		Ensure compliance with SCM procedures.	Reduction in SCM variations against CAPEX. [Maximum Threshold]	0	N/A	1	N/A	0	0	0	0	SCM variation register number of deviations for each department
		Efficient and effective	% increase in income generated vs maintenance	100%	100%	N/A	80%	10%	30%	70%	100%	Rental stock income and

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 5: Good Governance & Public Participation		management of rental stock.	cost schedule. [Cumulative]									maintenance cost report
	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance, accountability and public participation.	Implementation of key steps outlined in the PMS policy.	% compliance with the PMS policy. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	Performance Compliance Report
		Conduct disciplinary hearings.	Average number days taken to finalise disciplinary cases. [Maximum Threshold]	90 days	90 days	90 days	N/A	90 days	90 days	90 days	90 days	Disciplinary hearing outcome reports
		To conduct service delivery awareness campaigns (billing, electricity water, sanitation, roads, waste, etc.	Number of integrated awareness campaigns conducted. [Incremental]	4	4	2	2	1	1	1	1	Awareness campaign attendance registers
		Implementation of audit action plans identified by Auditor General (AG).	% implementation of AG audit action plans. [Minimum Threshold]	80%	100%	12	N/A	N/A	N/A	80%	80%	AG dashboard
		Implementation of internal audit action plans.	% implementation of internal audit action plan. [Minimum Threshold]	100%	100%	85	N/A	N/A	N/A	N/A	80%	Internal audit dashboard
		Implementation of strategic risk action plans.	% implementation of strategic risk action plans. [Minimum Threshold]	80%	100%	21	33%	N/A	80%	80%	80%	Risk dashboard

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA6: Cross Cutting Issues		Coordinate Council meetings.	Number of Council committees convened according to the approved schedule. [Incremental]	4	4	4	0	1	1	1	1	Attendance registers/Council Minutes
		Submission of policies to Management Committee (MANCO) for review.	Number of policies reviewed by MANCO. [Maximum Threshold]	33	33	33	N/A	N/A	N/A	N/A	33	MANCO Resolution register
	To promote a healthy and safe environment this supports and creates an environmentally educated society.	Maintenance of municipal properties.	% reduction in maintenance backlog. [Incremental]	15%	100%	N/A	100%	3%	7%	11%	15%	Maintenance and refurbishment reports

1.3 FINANCE DEPARTMENT

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 1: Municipal transformation and institutional development	Continuously create a conducive environment through the implementation of organisational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the	Participate in customer satisfaction survey.	Rating level of service satisfaction by external clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	External survey results

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 2: Basic Service Delivery	municipal legislative mandate.											
		Participate in customer satisfaction survey.	Rating level of service satisfaction by internal clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	Internal survey results
		Implementation of key steps outlined in the PMS policy.	% compliance with PMS policy. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	Performance Compliance Report
		Register all complaints on the complaints register and complete job cards for Infrastructure department to address technical queries.	% of customer billing queries resolved in accordance with norms and standards. [Maximum Threshold]	100%	100%	N/A	N/A	100%	100%	100%	100%	Complaints register and technical report
		<ul style="list-style-type: none"> Ensure effective and efficient BID Committees System. Training of SCM staff. 	Average number of days taken to finalise SCM bids for the normal tender process. [Maximum Threshold]	35 days	35 days	90 days	N/A	35 days	35 days	35 days	35 days	All BID Committee reports
		<ul style="list-style-type: none"> Ensure effective and efficient BID Committees System. Training of SCM staff. 	Average number of days taken to finalise SCM bids when procuring from the panel of preferred Bidders. [Maximum Threshold]	5 days	5 days	90 days	N/A	5 days	5 days	5 days	5 days	BID Adjudication Committee minutes and SCM procurement register
	To improve access to sustainable basic services.	Conduct mass indigent registration, improve communication on indigents, conduct educational campaigns on indigents.	Number of indigent households receiving free basic electricity. [Incremental]	5000	8000	4337	N/A	1250	1250	1250	1250	Indigent register

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 3: Local Economic Development		<ul style="list-style-type: none">Conduct meter audits.Replacement of leaking metres.Data cleansing.Implementation of Water Demand Management Plan.Replacement of asbestos pipes.	% of water distribution losses (Annual average). [Maximum Threshold]	20%	15%	24%	N/A	20%	20%	20%	20%	Quarterly water distribution losses schedule
		<ul style="list-style-type: none">Conduct meter audits.Implementation of automated meter reading on bulk customers.Implementation time-of-use tariffs.Implementation of data cleansing.	% of electricity distribution losses. (Annual average). [Maximum Threshold]	10%	8%	14%	4%	10%	10%	10%	10%	Quarterly electricity distribution losses schedule
	To facilitate growth and development of the local economy, though, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.	Develop a resource requirement plan for submission to Treasury.	Number of internship opportunities created for financial services. [Maximum Threshold]	5	5	5	0	N/A	N/A	N/A	5	FMG report/appointment letters of interns
	NKPA 4: Financial Viability and Management.	To manage municipal financial resources in order to ensure financial viability and	Monitoring of expenditure.	% of OPEX spent within the allocated budget. [Cumulative]	80%	100%	N/A	N/A	5%	25%	50%	80%

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
	sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.											
		Monitoring of expenditure.	% of CAPEX spent within the allocated budget. [Cumulative]	100%	100%	102.73%	N/A	5%	25%	50%	100%	Expenditure reports
		Ensure compliance with SCM procedures.	Maintain the number of deviations to an acceptable level (annual deviations should not exceed 10). [Cumulative]	10	N/A	15	N/A	2	4	7	10	SCM Deviation register (number of deviations for each department)
		Ensure compliance with SCM procedures.	Reduction in SCM variations against CAPEX. [Maximum Threshold]	0	N/A	1	N/A	0	0	0	0	SCM variation register number of deviations for each department
		Submission of the procurement plan.	Procurement plan reviewed. [Maximum Threshold]	1	1	1	N/A	1	N/A	N/A	N/A	Procurement Plan
		Conduct meter audits	% reduction of electricity distribution losses (annual average). [Maximum Threshold]	10%	8%	14%	4%	10%	10%	10%	10%	Quarterly electricity distribution loss schedule
		Conduct meter audits	% reduction of water distribution losses (annual average). [Maximum Threshold]	20%	15%	24%	N/A	20%	20%	20%	20%	Quarterly water distribution loss schedule
		Maintain capital budget register to monitor the spending of MIG.	% of capital budget actually spent on capital projects (all departments). [Maximum Threshold]	100%	100%	100%	0	100%	100%	100%	100%	Capital budget register

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
		<ul style="list-style-type: none"> Implementation of the demand management plan. Ensure that all the purchase orders are approved by the expenditure management committee Ensure that no service provider provides works, services and products to the municipality without a purchase order. 	% reduction in irregular, wasteful and fruitless expenditure. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	<ul style="list-style-type: none"> Demand procurement plan Register. Purchase order register
		<ul style="list-style-type: none"> To ensure that no procurement is done without Budget office confirming the availability of funds. All requests for procurement should be signed by the budget office. 	% of requests signed by the budget office. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	Requisition forms/Procurement request form
	Sound financial management systems.	Ensure that the contract management register is maintained.	Updated contract register. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	Contract register and a schedule of payments made to contracted services

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
		Ensure that the BID Committee system is functional.	Number of functional BID Committee per quarter. [Maximum Threshold]	3	3	3	N/A	3	3	3	3	Minutes and or reports of BID Committees
	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.	Ensure that credit control measures are strictly implemented.	% of revenue collected VS billed. [Maximum Threshold]	90%	100%	89.6%	N/A	90%	90%	90%	90%	Schedule of collection rate
		Develop of the Revenue Enhancement Strategy.	Revenue Enhancement Strategy. [Maximum Threshold]	1	1	N/A	N/A	N/A	1	N/A	N/A	Revenue enhancement dashboard
		Implementation of the Revenue Enhancement Strategy.	% implementation of activities in the Revenue Enhancement Strategy. [Incremental]	60%	100%	N/A	N/A	N/A	20%	40%	60%	Revenue enhancement dashboard
		Ensure that credit control measures are strictly implemented.	Outstanding debtors to revenue ratio (%). [Maximum Threshold]	80%	10%	90%	70%	80%	80%	80%	80%	Credit control and debt management report
		Perform cost recovery ratio on monthly basis to determine available cash to cover fixed operating expenditure available cash + investments)/monthly fixed operating expenditure)	Cost coverage ratio (days). [Minimum Threshold]	90	90	N/A	N/A	90	90	90	90	Schedule of cost recovery ratio

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA5: Good Governance & Public Participation		Monitor budget spending on monthly basis.	% of actually budget spent VS projected. [Incremental]	90%	100%	107%	N/A	22.5%	22.5%	22.5%	22.5%	Section 52 (d) & sec 71 Budget Steering Committee minutes
		Ensure that suppliers are paid within 30 days.	% of suppliers paid within 30 days from date of receipt of the invoice. [Maximum Threshold]	80%	100%	100%	40%	80%	80%	80%	80%	Creditors age analysis
		Ensure that monthly bank reconciliation is performed.	Number of months bank reconcile to cash book. [Incremental]	12	12	2	N/A	3	3	3	3	Monthly bank reconciliation
		Physical asset verification.	% variance between physical assets and those on the asset register. [Maximum Threshold]	0%	0%	0%	N/A	0%	0%	0%	0%	Asset Register
		Review the actual revenue against original revenue budget and review actual expenditure against original expenditure budget and do adjustment accordingly.	Number of budget reviews conducted. [Maximum Threshold]	1	1	1	N/A	N/A	N/A	1	N/A	MANCO resolution
	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance, accountability and public participation.	Submit all budget related policies to MANCO for review and adoption and further submission to council.	Number of financial management policies reviewed and/or revised yearly. [Maximum Threshold]	15	15	15	N/A	N/A	N/A	N/A	15	MANCO resolution

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
		Ensure that public participation is conducted for rates and tariffs reviews in line with legislation.	Number of public engagements conducted for rates and tariffs reviews (Budget/IDP process). [Maximum Threshold]	3	3	3	N/A	N/A	N/A	N/A	3	Public participation minutes and attendance register
		<ul style="list-style-type: none"> Submission of Section 52 (d), 71, 72, 75 reports. Publication of the reports on the Municipal website in accordance with section 75 of the MFMA. 	% compliance with Treasury Regulations and MFMA. [Maximum Threshold]	100%	100%	100%	0	100%	100%	100%	100%	Section 52 (d), 71, 72, 75 reports
		Conduct service delivery awareness campaigns (Billing, electricity, water, sanitation, roads and waste).	Number of integrated awareness campaigns conducted. [Incremental]	4	4	2	2	1	1	1	1	Service delivery campaigns minutes and attendance register
		Implementation of audit action plans identified by Auditor General (AG).	% implementation of AG audit action plans. [Minimum Threshold]	80%	100%	27	N/A	N/A	N/A	80%	80%	AG dashboard
		Implementation of internal audit action plans.	% implementation of internal audit action plan. [Minimum Threshold]	100%	100%	85	N/A	N/A	N/A	N/A	80%	Internal audit dashboard
		Implementation of strategic risk action plans.	% implementation of strategic risk action plans. [Minimum Threshold]	80%	100%	21	33%	N/A	80%	80%	80%	Risk dashboard

1.4 COMMUNITY SERVICES DEPARTMENT

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 1: Municipal transformation and institutional development	Continuously create a conducive environment through the implementation of organisational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.	Participate in customer satisfaction survey.	Rating level of service satisfaction by external clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	External survey results
		Participate in customer satisfaction survey.	Rating level of service satisfaction by internal clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	Internal survey results
		To conduct service delivery awareness campaigns (billing, electricity water, sanitation, roads, waste, etc.	Number of integrated awareness campaigns conducted. [Incremental]	4	4	2	2	1	1	1	1	Awareness campaign attendance registers Community services
		Provision of services (Community halls, cemeteries and sports facilities).	% of service requests attended to in accordance with the norms and standards. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	Register of bookings
NKPA 2: Basic Service Delivery	To improve access to sustainable basic services.	Implementation of sports, recreation, arts, heritage and	Number of heritage arts and culture programmes	4	4	4	N/A	1	1	1	1	Heritage arts and culture programmes attendance registers

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA3: Local Economic Development		culture programmes	implemented. [Incremental]									
		Implementation of library programmes.	Number of library outreach programmes implemented. [Incremental]	8	8	6	N/A	2	2	2	2	Attendance registers for outreach Programmes
		Implementation of elderly, disabled and environmental health support programmes.	Number of elderly, disabled and environmental health support programmes implemented. [Incremental]	8	8	8	N/A	2	2	2	2	Monthly reports/attendance registers for elderly, disabled and environmental health support programmes
		Implementation of traffic law enforcement, fire and rescue services.	% of traffic law enforcement, fire and rescue services responded to. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	Call out and incident report.
		Implementation of Early Childhood Development Strategy.	Number of activities implemented in accordance with a plan of action. [Cumulative]	100%	100%	N/A	N/A	10%	30%	60%	100%	Implementation report for Early Childhood Development
	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.	Creation of jobs through Extended Public Work Programmes (EPWP) environment stream.	Number of jobs created through EPWP. [Maximum Threshold]	15	20	15	N/A	15	N/A	N/A	N/A	Employment contracts

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 4: Financial Viability and Management	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.	Monitoring of expenditure.	% of OPEX spent within the allocated budget. [Cumulative]	80%	100%	N/A	N/A	5%	25%	50%	80%	Expenditure reports
		Monitoring of expenditure.	% of CAPEX spent within the allocated budget. [Cumulative]	100%	100%	101.26%	N/A	5%	25%	50%	100%	Expenditure reports
		Ensure compliance with SCM procedures.	Maintain the number of deviations to an acceptable level (annual deviations should not exceed 10). [Cumulative]	10	N/A	15	N/A	2	4	7	10	SCM Deviation register (number of deviations for each department)
		Ensure compliance with SCM procedures.	Reduction in SCM variations against CAPEX. [Maximum Threshold]	0	N/A	1	N/A	0	0	0	0	SCM variation register number of deviations for each department
		Submission of budget inputs.	Number of budget inputs submitted. [Incremental]	2	2	2	0	N/A	1	N/A	1	Budget reports
NKPA5: Good Governance & Public Participation	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance, accountability and public participation.	Implementation of key steps outlined in the PMS policy.	% compliance with the PMS policy. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	Performance Compliance Report

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA6: Cross Cutting Issues		Implementation of audit action plans identified by Auditor General (AG).	% implementation of AG audit action plans. [Minimum Threshold]	80%	100%	3	N/A	N/A	N/A	80%	80%	AG dashboard
		Implementation of internal audit action plans.	% implementation of internal audit action plan. [Minimum Threshold]	100%	100%	85	N/A	N/A	N/A	N/A	80%	Internal audit dashboard
		Implementation of strategic risk action plans.	% implementation of strategic risk action plans. [Minimum Threshold]	80%	100%	21	33%	N/A	80%	80%	80%	Risk dashboard
	To promote a healthy and safe environment this supports and creates an environmentally educated society.	Implementation of HIV/AIDS programmes.	Number of community based awareness campaigns facilitated. [Incremental]	4	4	4	N/A	1	1	1	1	Attendance registers for HIV/AIDS programmes
		Conduct road safety campaigns.	Number of road safety campaigns conducted jointly with SAPS and Province. [Incremental]	4	4	4	N/A	1	1	1	1	Road safety campaigns register/reports
		To conduct environmental health inspections.	Number of health inspections conducted. [Incremental]	6000	8000	8000	N/A	1500	1500	1500	1500	Environmental inspection reports

1.5 INFRASTRUCTURE SERVICES DEPARTMENT

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 1: Municipal transformation and institutional development	Continuously create a conducive environment through the implementation of organisational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.	Participate in customer satisfaction survey.	Rating level of service satisfaction by external clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	External survey results
		Participate in customer satisfaction survey.	Rating level of service satisfaction by internal clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	Internal survey results
		Resolution of complains.	% of complains resolved within the norms and standards. [Minimum Threshold]	80%	100%	N/A	20%	80%	80%	80%	80%	Complaint register
NKPA 2: Basic Service Delivery	To improve access to sustainable basic services.	Provision of needs driven services.	% of needs driven service connections implemented. [Minimum Threshold]	90%	100%	80%	10%	90%	90%	90%	90%	Monthly connection application forms and job cards
		Upgrading of gravel road to tar/paving, within the available budget.	% reduction of roads backlogs. [Cumulative]	95%	100%	90%	40%	N/A	20%	60%	95%	Project reports for roads
		Electrification of new households within the available budget.	% reduction of electrification backlogs. [Cumulative]	95%	100%	92%	8%	N/A	20%	60%	95%	Project reports for electricity

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA3: Local Economic Development		Provision of water to new households within the available budget.	% reduction of water backlogs. [Cumulative]	95%	100%	100%	N/A	N/A	10%	60%	95%	Project reports for water
		Provision of sanitation to new households within the available budget.	% reduction of sanitation backlogs. [Cumulative]	95%	100%	90%	10%	N/A	N/A	60%	95%	Project reports for sanitation
	To ensure that services are progressively expanded and maintained in all communities through proper planning.	Development of a maintenance plan.	Approved maintenance plan. [Maximum Threshold]	1	1	0	0	1	N/A	N/A	N/A	Approved Maintenance plan
		Implementation of the maintenance plan.	% adherence in the implementation of the maintenance plan within the available budget. [Cumulative]	96%	100%	95%	5%	16%	36%	66%	96%	Monthly maintenance reports
	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.	Creation of job opportunities through capital projects and operational activities.	Number of job opportunities created through EPWP initiatives. [Cumulative]	300	400	215	115	100	125	200	300	Monthly EPWP reports
	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.	Monitoring of expenditure.	% of OPEX spent within the allocated budget. [Cumulative]	80%	100%	N/A	N/A	5%	250%	50%	80%	Expenditure reports
NKPA 4: Financial Viability and Management.												

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
		Monitoring of expenditure.	% of CAPEX spent within the allocated budget. [Cumulative]	100%	100%	125.76%	N/A	5%	25%	50%	100%	Expenditure reports
		Ensure compliance with SCM procedures.	Maintain the number of deviations to an acceptable level (annual deviations should not exceed 10). [Cumulative]	10	N/A	15	N/A	2	4	7	10	SCM Deviation register (number of deviations for each department)
		Ensure compliance with SCM procedures.	Reduction in SCM variations against CAPEX. [Maximum Threshold]	0	N/A	1	N/A	0	0	0	0	SCM variation register number of deviations for each department
		<ul style="list-style-type: none"> Conduct meter audits. Replacement of leaking metres. Data cleansing. Implementation of Water Demand Management Plan. Replacement of asbestos pipes. 	% of water distribution losses (Annual average). [Maximum Threshold]	20%	15%	24%	N/A	20%	20%	20%	20%	Quarterly water distribution losses schedule
		<ul style="list-style-type: none"> Conduct meter audits. Implementation of automated meter reading on bulk customers. Implementation time-of-use tariffs. Implementation of data cleansing. 	% of electricity distribution losses. (annual average) [Maximum Threshold]	10%	8%	14%	4%	10%	10%	10%	10%	Quarterly electricity distribution losses schedule

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA5: Good Governance & Public Participation	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance, accountability and public participation.	Implementation of key steps outlined in the PMS policy.	% compliance with the PMS policy. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	Performance Compliance Report
		To conduct service delivery awareness campaigns (billing, electricity water, sanitation, roads, waste, etc.	Number of integrated awareness campaigns conducted. [Incremental]	4	4	2	2	1	1	1	1	Awareness campaign attendance registers Community services
	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance, accountability and public participation.	Submission of monthly, quarterly and annual MIG reports.	Number of MIG reports submitted for compliance with MIG reporting guidelines. [Incremental]	12	12	12	0	3	3	3	3	MIG reports
		Implementation of audit action plans identified by Auditor General (AG).	% implementation of AG audit action plans. [Minimum Threshold]	80%	100%	3	N/A	N/A	N/A	80%	80%	AG dashboard
		Implementation of internal audit action plans.	% implementation of internal audit action plan. [Minimum Threshold]	100%	100%	85	N/A	N/A	N/A	N/A	80%	Internal audit dashboard

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA6: Cross Cutting Issues		Implementation of strategic risk action plans.	% implementation of strategic risk action plans. [Minimum Threshold]	80%	100%	21	33%	N/A	80%	80%	80%	Risk dashboard
	To promote a healthy and safe environment which supports and creates an environmentally educated society.	Weekly monitoring of waste removal schedules.	% compliance to refuse and illegal dumping removal schedules. [Minimum Threshold]	95%	100%	90%	10%	95%	95%	95%	95%	Waste and illegal dumping removal schedules and job cards.

1.6 LOCAL ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 1: Municipal transformation and institutional development	Continuously create a conducive environment through the implementation of organisational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.	Participate in customer satisfaction survey.	Rating level of service satisfaction by external clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	External survey results
		Participate in customer satisfaction survey.	Rating level of service satisfaction by internal clients. [Minimum Threshold]	3/5	4/5	3/5	N/A	N/A	3/5	N/A	3/5	Internal survey results

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 2: Basic Service Delivery NKPA3 : Local Economic Development		Implementation of key steps outlined in the PMS policy.	% compliance with the PMS policy. [Maximum Threshold]	100%	100%	100%	N/A	100%	100%	100%	100%	Performance Compliance Report
	To promote sustainable and resilient infrastructure development and land use.	To develop the spatial development plan.	Spatial development plan. [Maximum Threshold]	1	1	N/A	N/A	N/A	N/A	1	N/A	Spatial development plan
	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.	To facilitate and implement the Local Economic Development Strategy.	The number of LED projects facilitated as per the LED dashboard. [Cumulative]	11	15	10	15	2	5	9	11	LED dashboard
		Establishment of functional structures for LED.	Number of sectoral forums established. [Incremental]	4	4	N/A	N/A	1	1	1	1	Sectoral forum reports
		To facilitate the implementation of Enterprise Development Policy.	Number of emerging enterprises developed. [Cumulative]	75	100	63	100	10	25	50	75	Purchase order register and a profile of director register
		To coordinate LED summit.	Number of LED summit conducted. [Maximum Threshold]	1	1	N/A	N/A	N/A	N/A	N/A	1	LED summit report/attendance register
		To develop Human Capital Development strategy.	Human Capital Development Strategy. [Maximum Threshold]	1	1	N/A	N/A	N/A	N/A	N/A	1	Approved Human Capital Development Strategy

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA 4: Financial Viability and Management.	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.	Monitoring of expenditure.	% of OPEX spent within the allocated budget. [Cumulative]	80%	100%	N/A	N/A	5%	25%	50%	80%	Expenditure reports
		Monitoring of expenditure.	% of CAPEX spent within the allocated budget. [Cumulative]	100%	100%	101.26%	N/A	5%	25%	50%	100%	Expenditure reports
		Ensure compliance with SCM procedures.	Maintain the number of deviations to an acceptable level (annual deviations should not exceed 10). [Cumulative]	10	N/A	15	N/A	2	4	7	10	SCM Deviation register (number of deviations for each department)
		Ensure compliance with SCM procedures.	Reduction in SCM variations against CAPEX. [Maximum Threshold]	0	N/A	1	N/A	0	0	0	0	SCM variation register number of deviations for each department
		To facilitate the transfer of properties alienated in accordance with the municipal Disposal Policy.	Number of properties transferred. [Cumulative]	300	300	N/A	300	N/A	20	120	300	Transfer Certificates
		To regularise illegal building activities.	Number of occupational certificates issued. [Cumulative]	300	300	291	291	50	110	200	300	Occupational certificates
		To ensure that GIS maps are made available within 5 days.	Number of GIS maps requested. [Incremental]	288	300	288	N/A	72	72	72	72	GIS receipts (Information file)

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
NKPA5: Good Governance & Public Participation	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance, accountability and public participation.	To facilitate and coordinate sectoral forums to review IDP.	Approved IDP. [Incremental]	2	2	2	N/A	N/A	1	N/A	1	Approved IDP
		To conduct service delivery awareness campaigns (billing, electricity water, sanitation, roads, waste, etc.	Number of integrated awareness campaigns conducted. [Incremental]	4	4	2	2	1	1	1	1	Awareness campaign attendance registers Community services
		Implementation of audit action plans identified by Auditor General (AG).	% implementation of AG audit action plans. [Minimum Threshold]	80%	100%	0	N/A	N/A	N/A	80%	80%	AG dashboard
		Implementation of internal audit action plans.	% implementation of internal audit action plan. [Minimum Threshold]	100%	100%	85	N/A	N/A	N/A	N/A	80%	Internal audit dashboard
		Implementation of strategic risk action plans.	% implementation of strategic risk action plans. [Minimum Threshold]	80%	100%	21	33%	N/A	80%	80%	80%	Risk dashboard
NKPA6: Cross Cutting Issues	To promote a healthy and safe environment this supports and creates an	Review of the spatial development framework to align with Spatial	Spatial Development Framework. [Maximum Threshold]	1	1	1	N/A	N/A	N/A	N/A	1	Approved Spatial Development Framework/Council resolution

National Key Performance Areas	Strategic Objectives	Activities	Key Performance Indicators	Annual Target	Demand	Baseline	Backlog	Q1	Q2	Q3	Q4	Source of Evidence
	environmentally educated society.	Planning and Land use Management Act (SPLUMA).										
		Implementation of environmental by-laws to ensure compliance.	Number of routine and random inspections as per the compliance monitoring plan. [Incremental]	12	12	N/A	4	3	3	3	3	Monthly environmental inspection reports

